IDA

INSTITUTE FOR DEFENSE ANALYSES

Open Scenario Study, Phase I

Volume 2: Aggregate and Organizational Data Graphs

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James S. Thomason, Study Co-Lead
Michael F. Fitzsimmons
Michael F. Niles
Zachary S. Rabold

March 2008

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PREFACE

This document reports the work performed by the Institute for Defense Analyses in fulfillment of the first phase of the task titled "Open Scenarios for Defense Planning." The work was sponsored by the Deputy Under Secretary of Defense for Science and Technology with additional oversight by the Office of the Director of Program Analysis and Evaluation and the Force Structure, Resources, and Assessment Directorate (Joint Staff, J8). This is the second of three volumes. This volume presents a variety of graphs and lists, at the aggregate and organizational levels, depicting the data accrued from the Scenario Study Questionnaire described in volume 1 of the study. This volume is meant to provide detailed analytic support to volume 1.

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SUMMARY

At the request of the Department of Defense (DoD), the Institute for Defense Analyses (IDA) assessed the national security community's need for unclassified scenarios and found that a significant demand exists. Furthermore, IDA found that the current recurring costs for scenario development are significant but potential options for cost-savings exists. The intent of this volume is to provide detailed analytic support to these conclusions and others that are discussed in volume I, "Assessment Overview and Results."

In order to develop these findings, in Phase I of the study IDA constructed an on-line questionnaire that was distributed by the Office of the Director of Program Analysis and Evaluation and the Force Structure, Resources, and Assessment Directorate (Joint Staff, J8. Between 26 September 2007 and 31 October 2007, IDA received a total of 78 completed responses to the questionnaire. Upon reviewing the completed responses, IDA determined that a sufficient amount of data for analysis had been collected and began to induce a number of general and detailed conclusions.

This volume graphically depicts the data from the questions in the on-line questionnaire. Data from the questionnaire are broken down at both the aggregate and organizational levels and are ordered sequentially consistent with the order of the questions in the questionnaire. For reference, this volume also contains a copy of the questionnaire as it appeared to respondents. Additionally, in instances where graphs were not conducive to depicting data collected from the questionnaire, other methods, such as lists, were used to describe findings.

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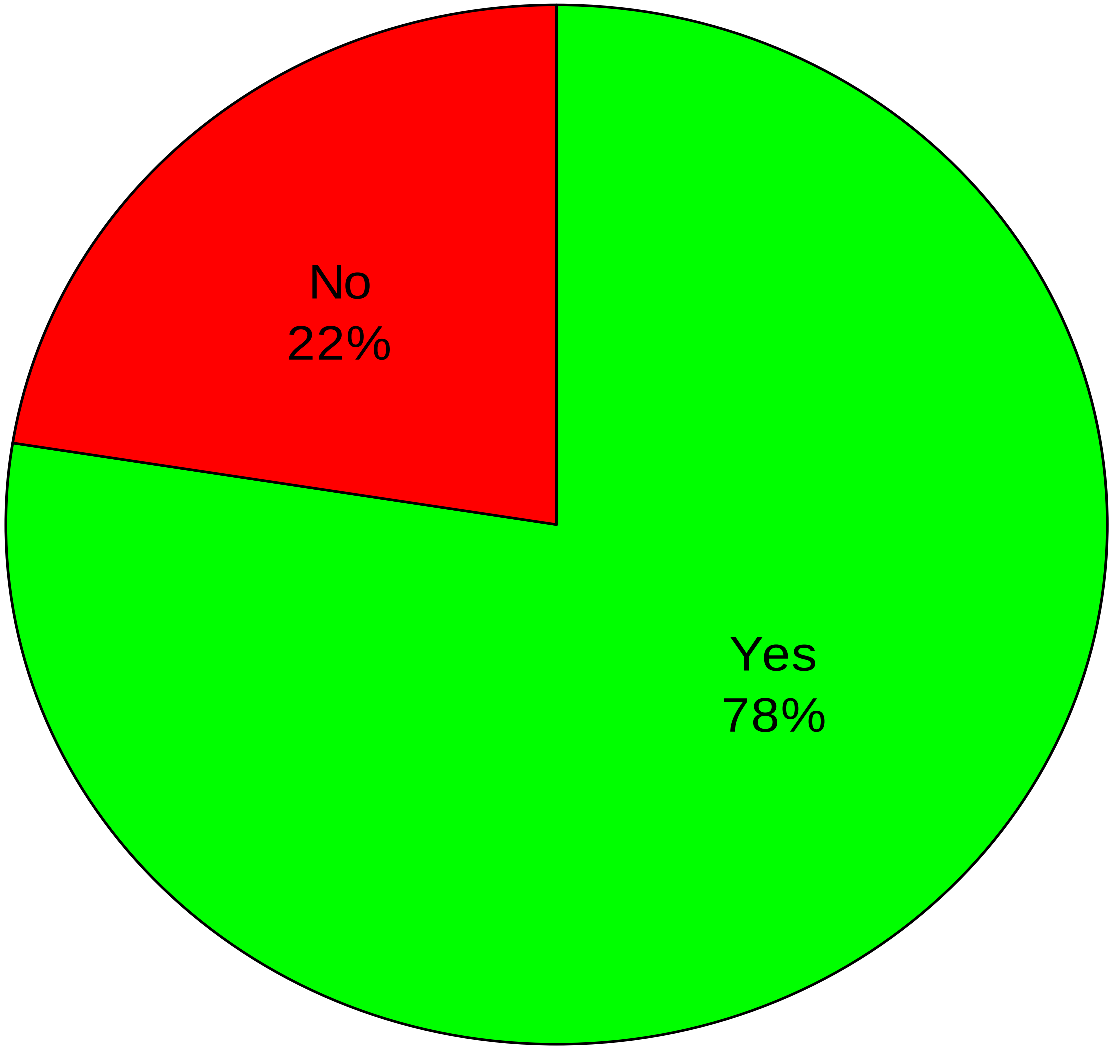
I. OPEN SCENARIO ASSESSMENT PHASE I AGGREGATE AND ORGANIZATIONAL DATA GRAPHS

Question #1
Aggregate Graphs
N = 76

Question: Within DoD, scenarios are generally defined as “depictions of a threat to International security, a corresponding mission for U.S. and allied capabilities, and a strategic concept for carrying out that mission”. In the space below, please indicate whether your organization defines a scenario this way and, if not, how you define it.

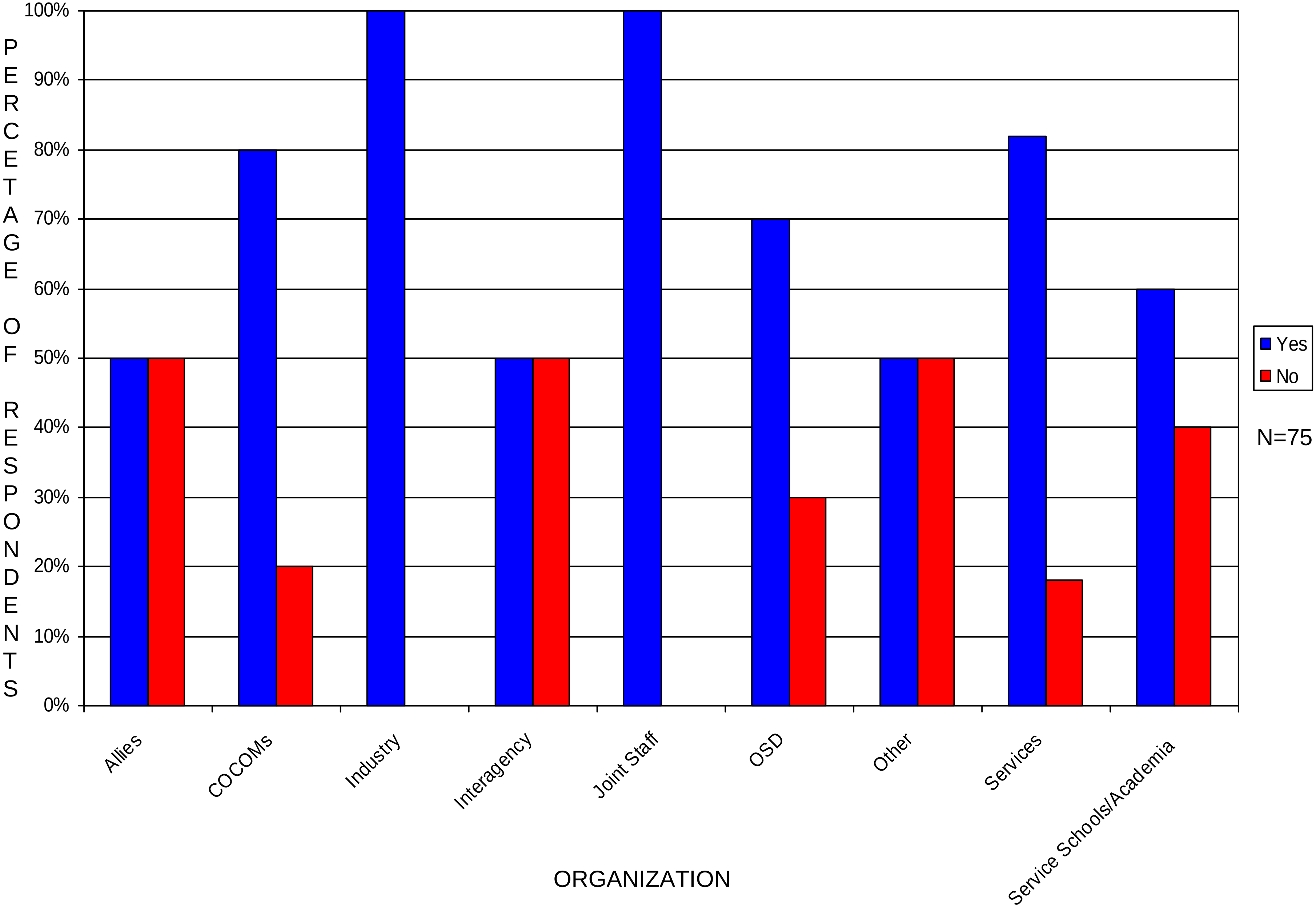
Question #1: Definition Agreement – Aggregate Response



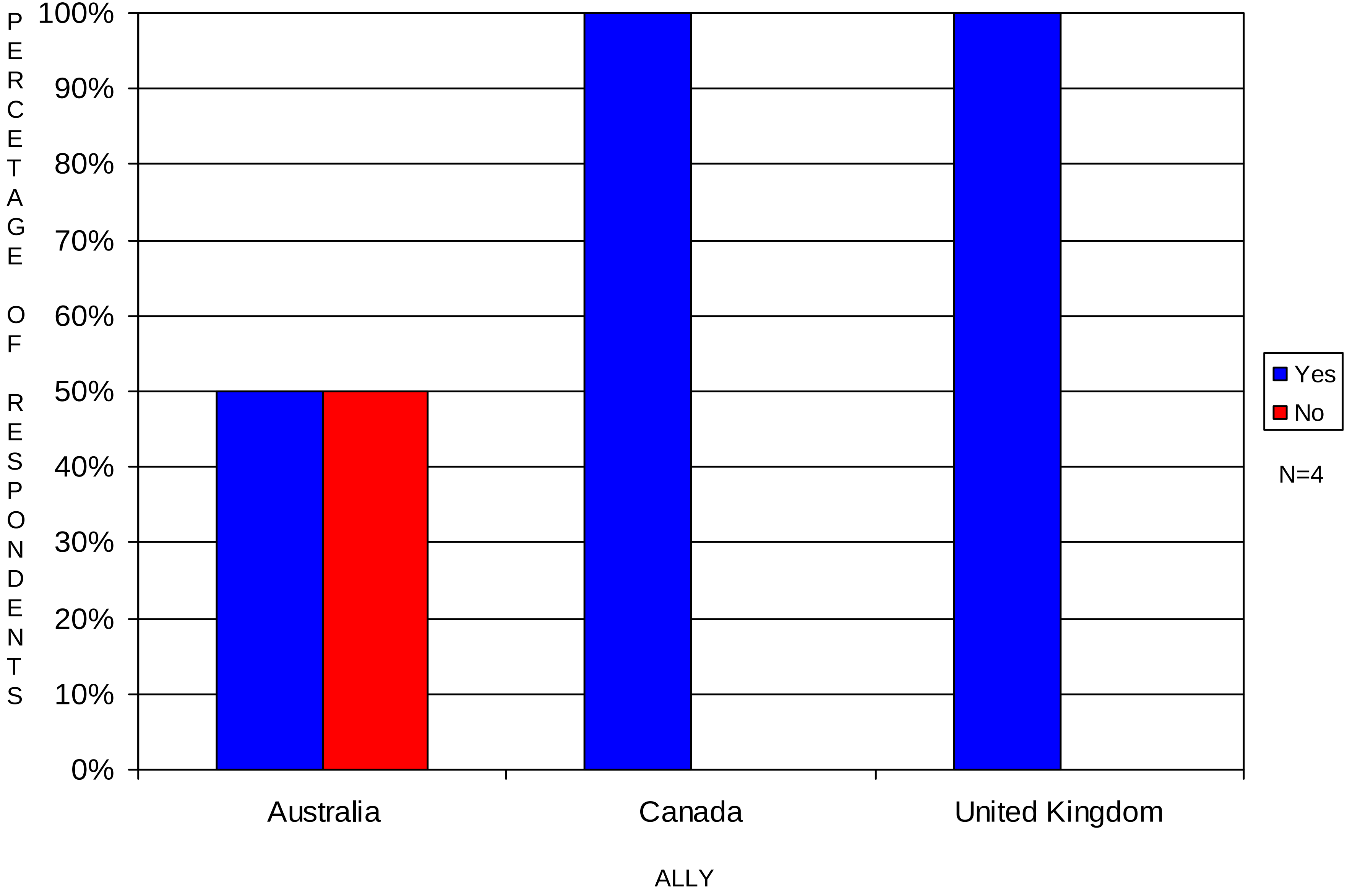
Question #1
Organizational Breakdown
N = 76

Question: Within DoD, scenarios are generally defined as “depictions of a threat to International security, a corresponding mission for U.S. and allied capabilities, and a strategic concept for carrying out that mission”. In the space below, please indicate whether your organization defines a scenario this way and, if not, how you define it.

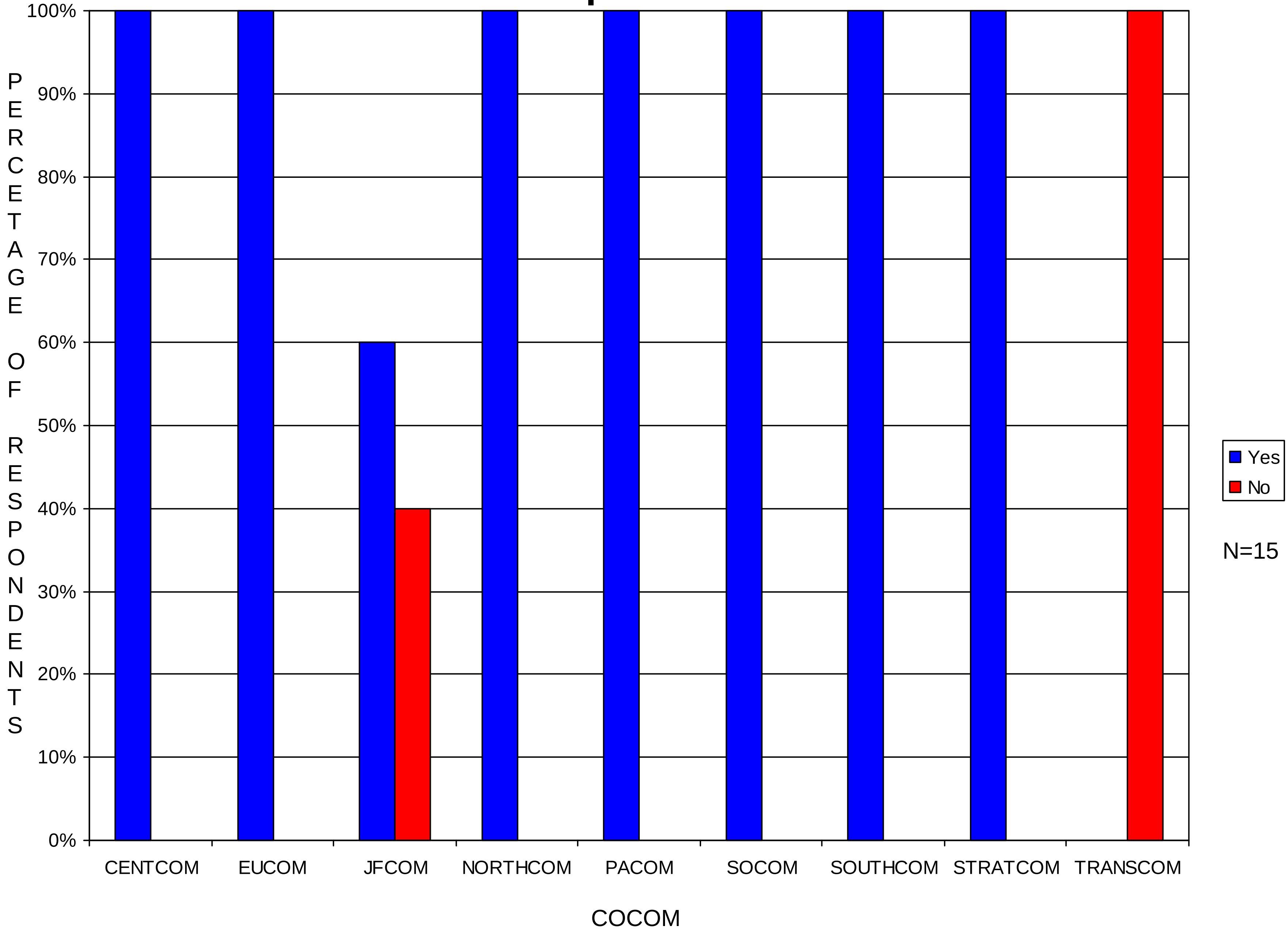
Question #1: Definition Agreement – Breakdown of Responses by Organization



Question #1: Definition Agreement – Breakdown of Allied Responses

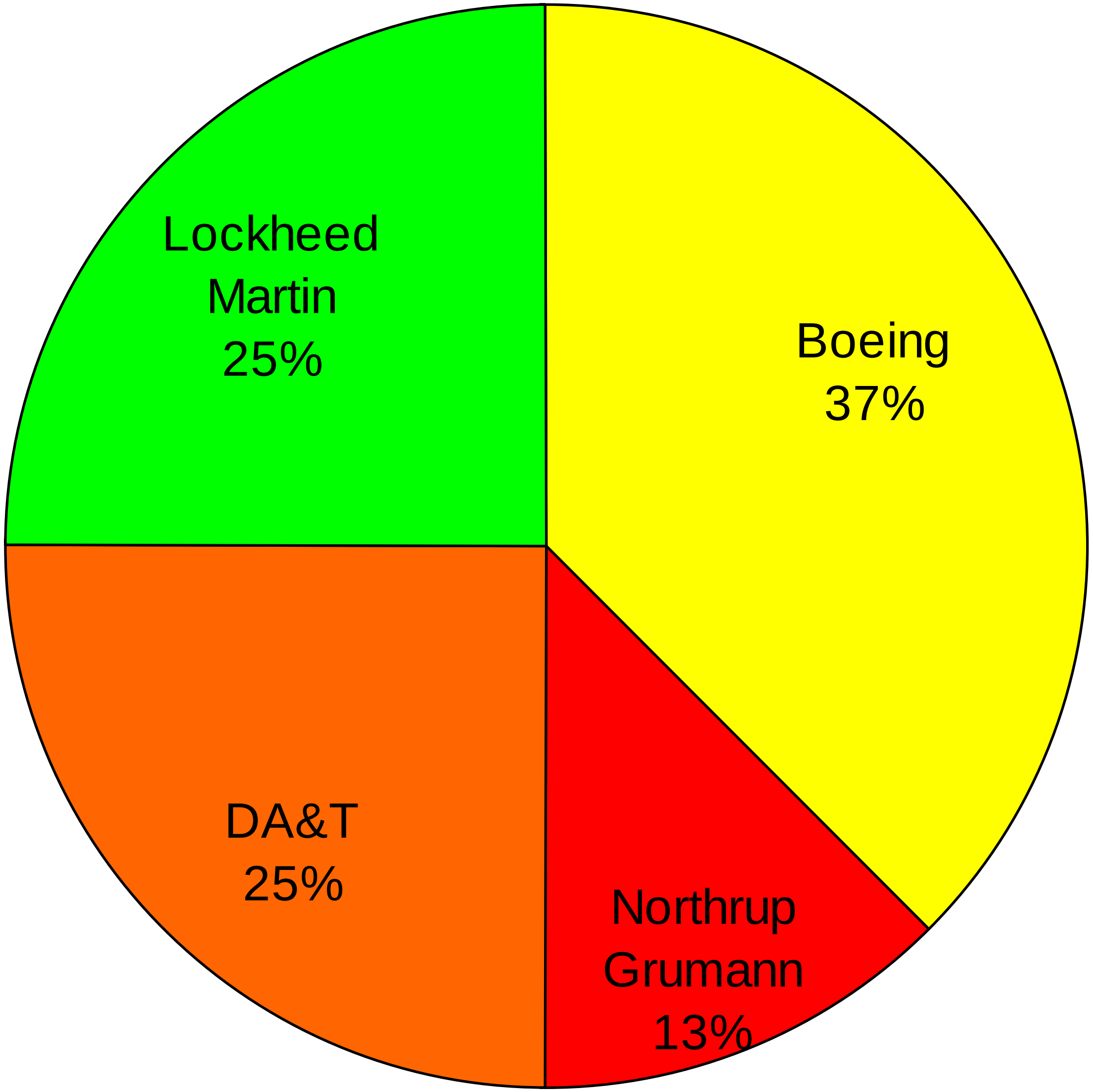


Question #1: Definition Agreement – Breakdown of COCOM Responses



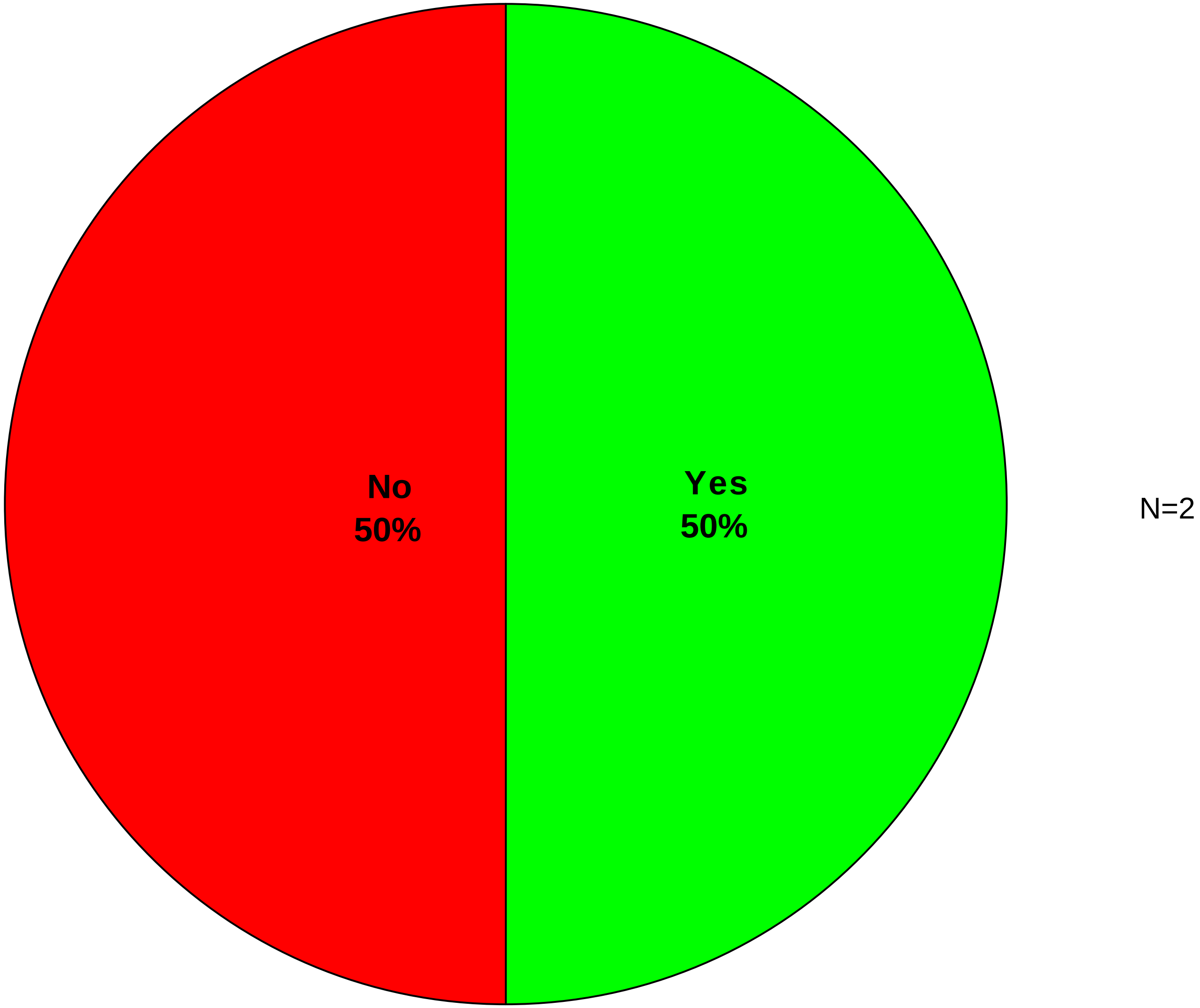
Question #1: Definition Agreement – Breakdown of Industry Respondents

- *All* Industry respondents *AGREED* with the proposed definition



N=7

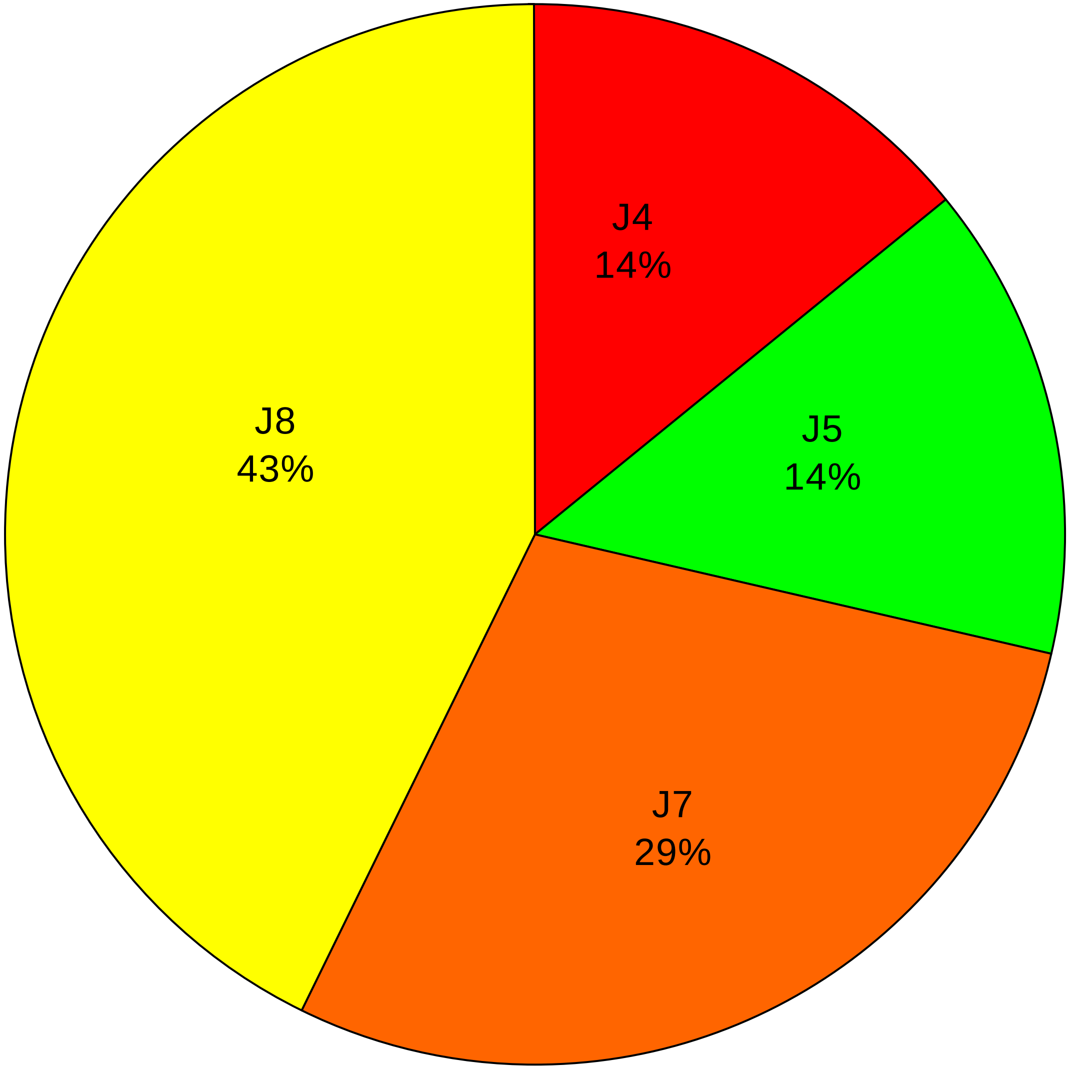
Question #1: Definition Agreement – Breakdown of Interagency Responses



- The *only* Interagency responses were from the State Department

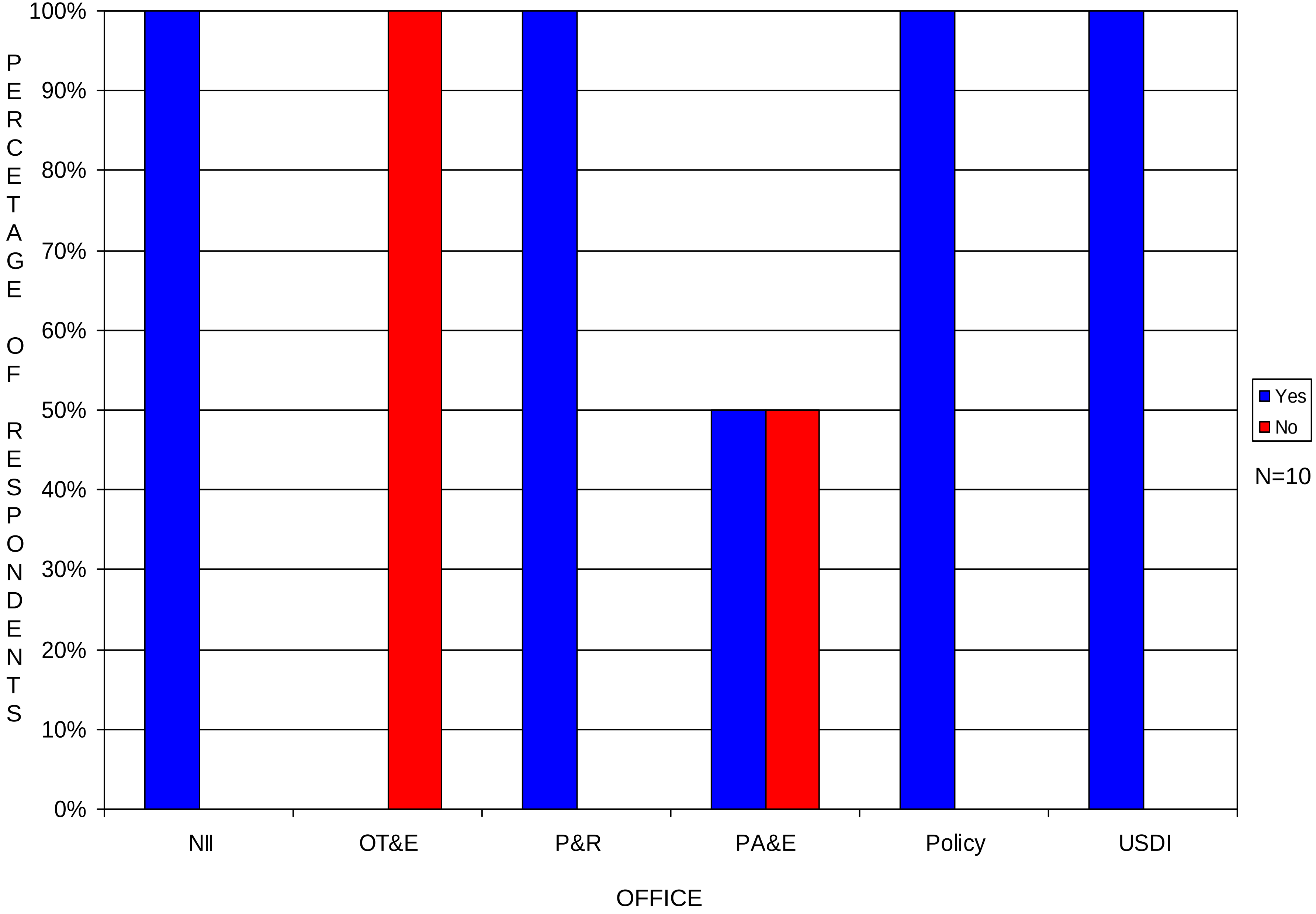
Question #1: Definition Agreement – Breakdown of Joint Staff Respondents

- *All* Joint Staff respondents *AGREED* with the proposed definition



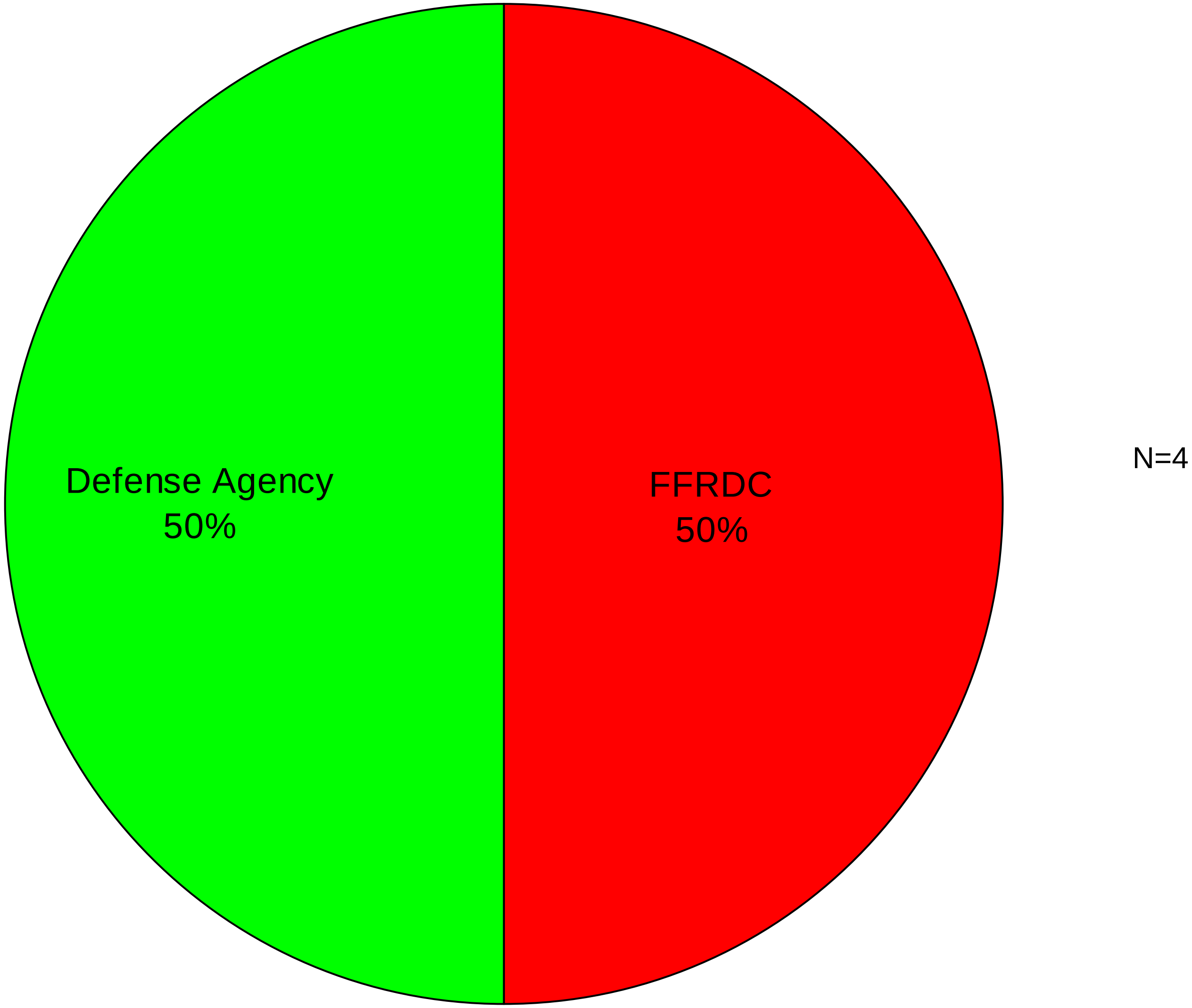
N=7

Question #1: Definition Agreement – Breakdown of OSD Responses

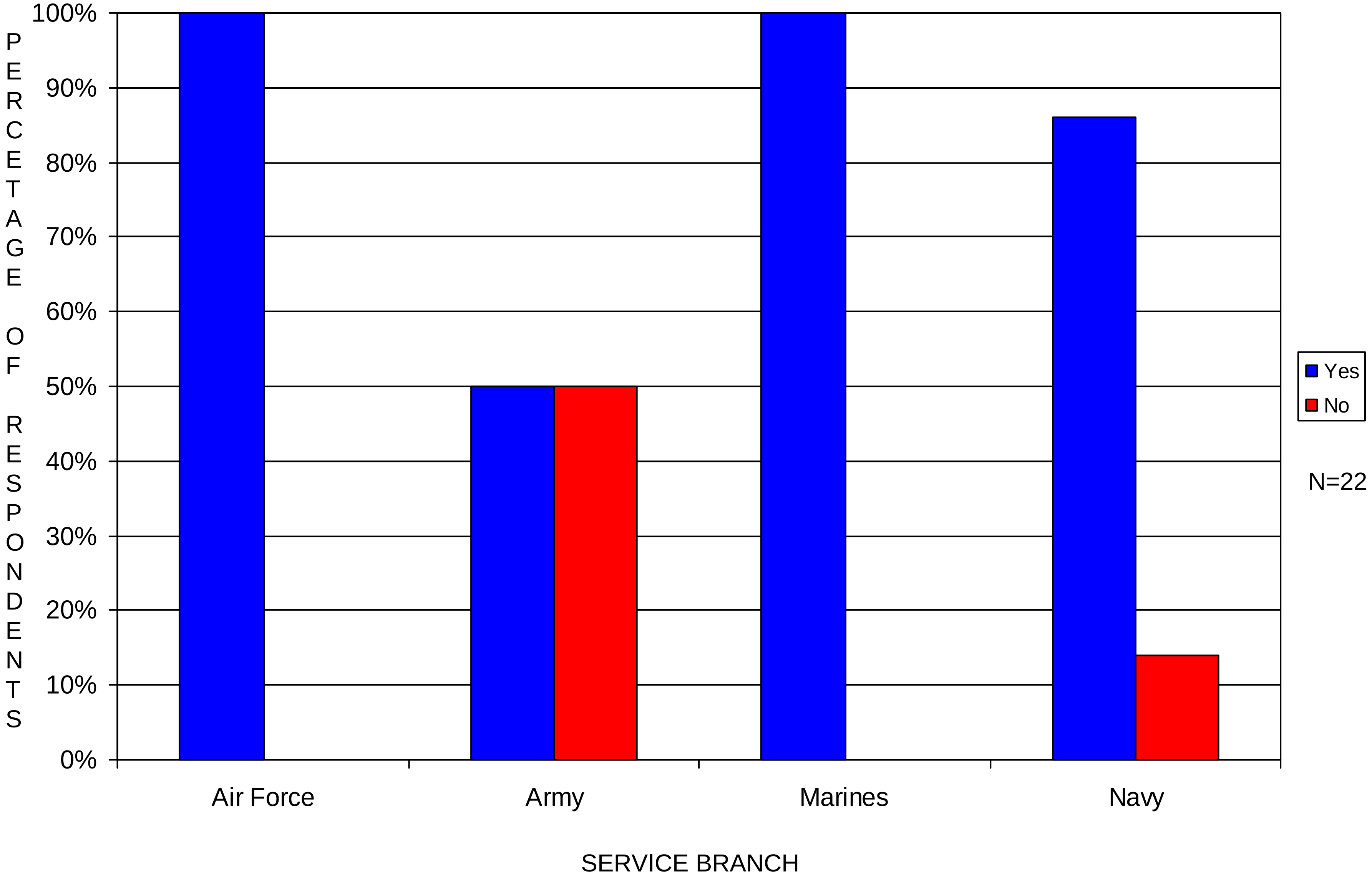


Question #1: Definition Agreement – Breakdown of “Other” Respondents and Responses

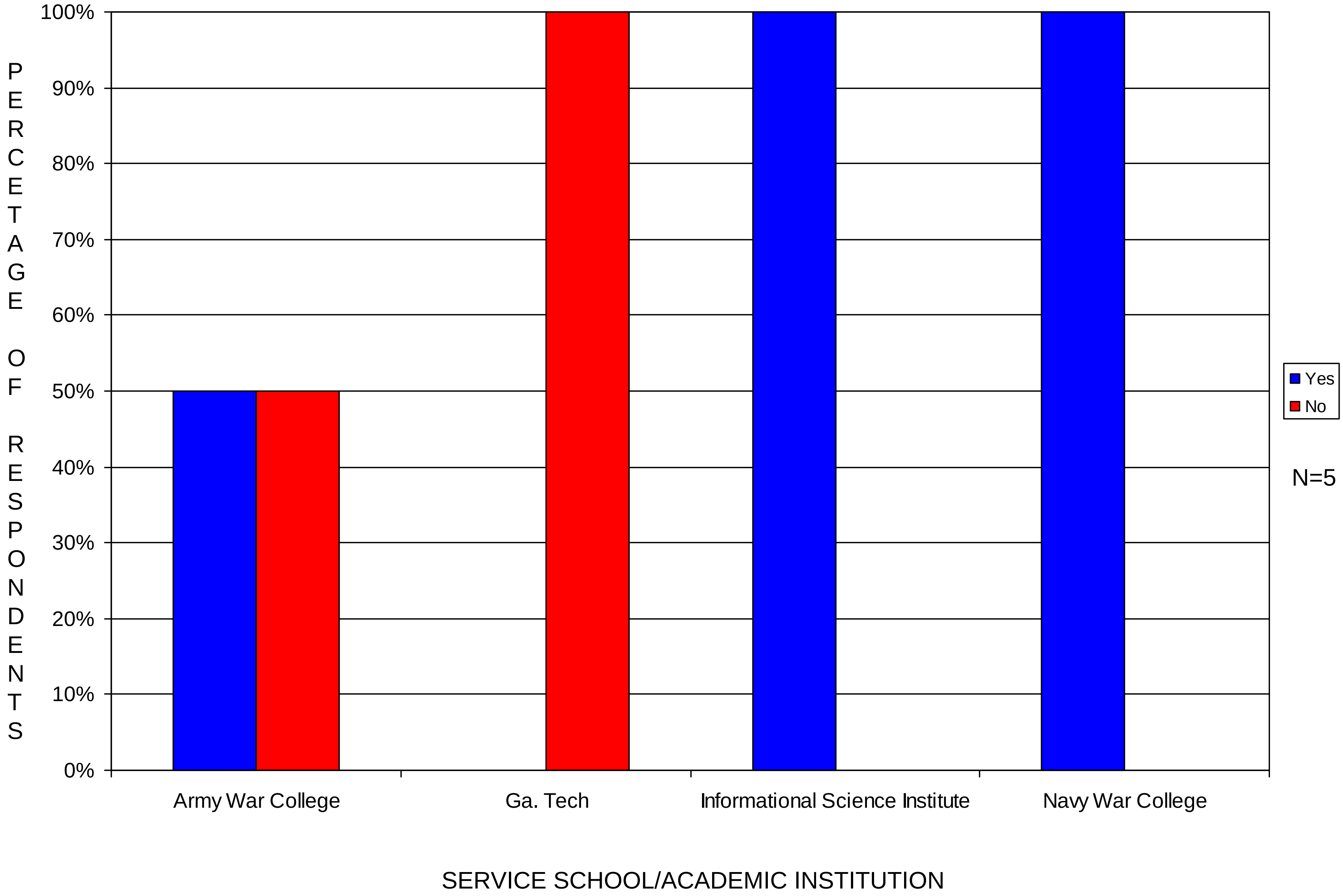
- Chart also reflects the split in agreement over the proposed definition; FFRDC respondents ***DISAGREED*** with the definition while Defense Agency respondents ***AGREED***.



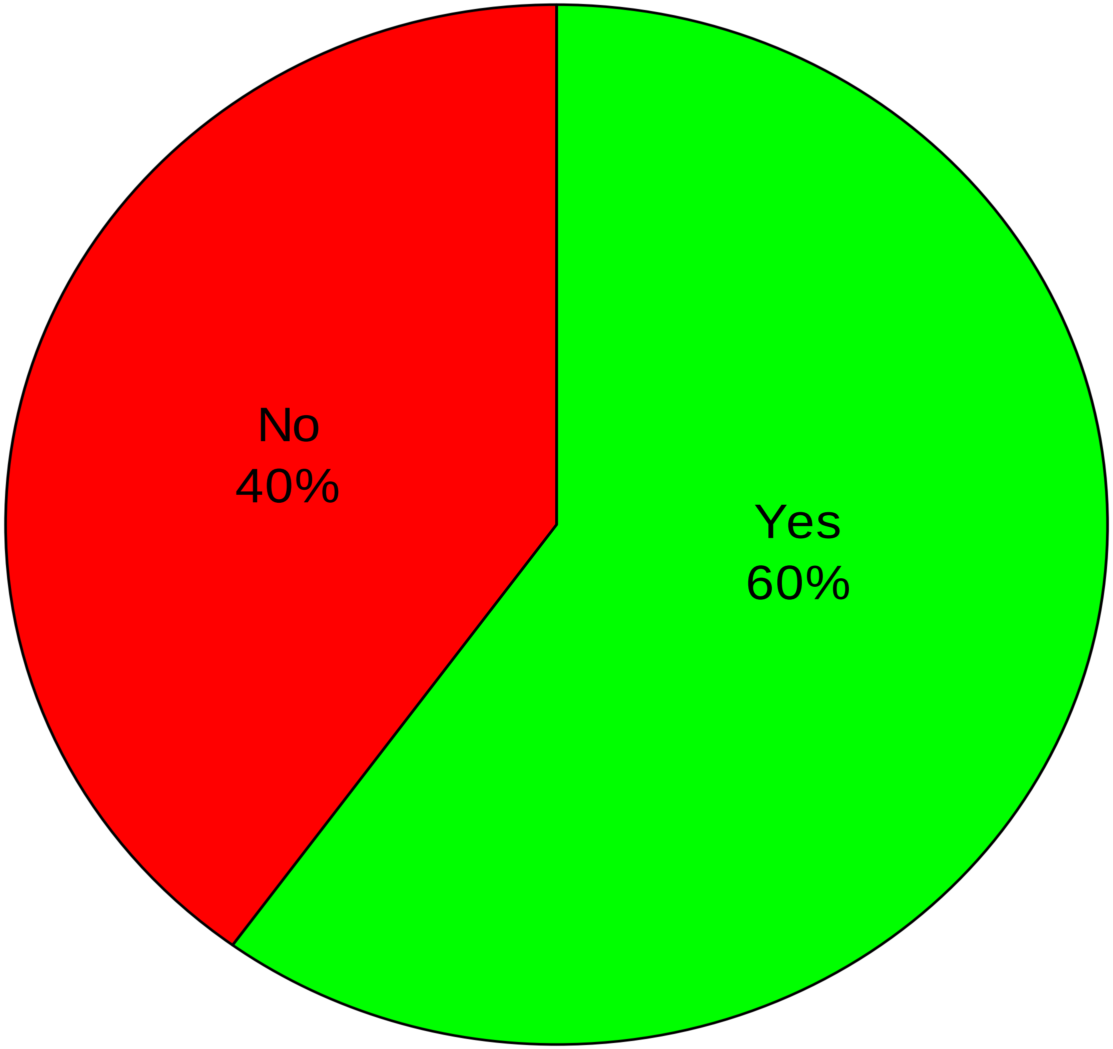
Question #1: Definition Agreement – Breakdown of Service Responses



Question #1: Definition Agreement – Breakdown of Service Schools/Academia Responses



Question #1: Definition Agreement – Breakdown of Service Schools/Academia Responses



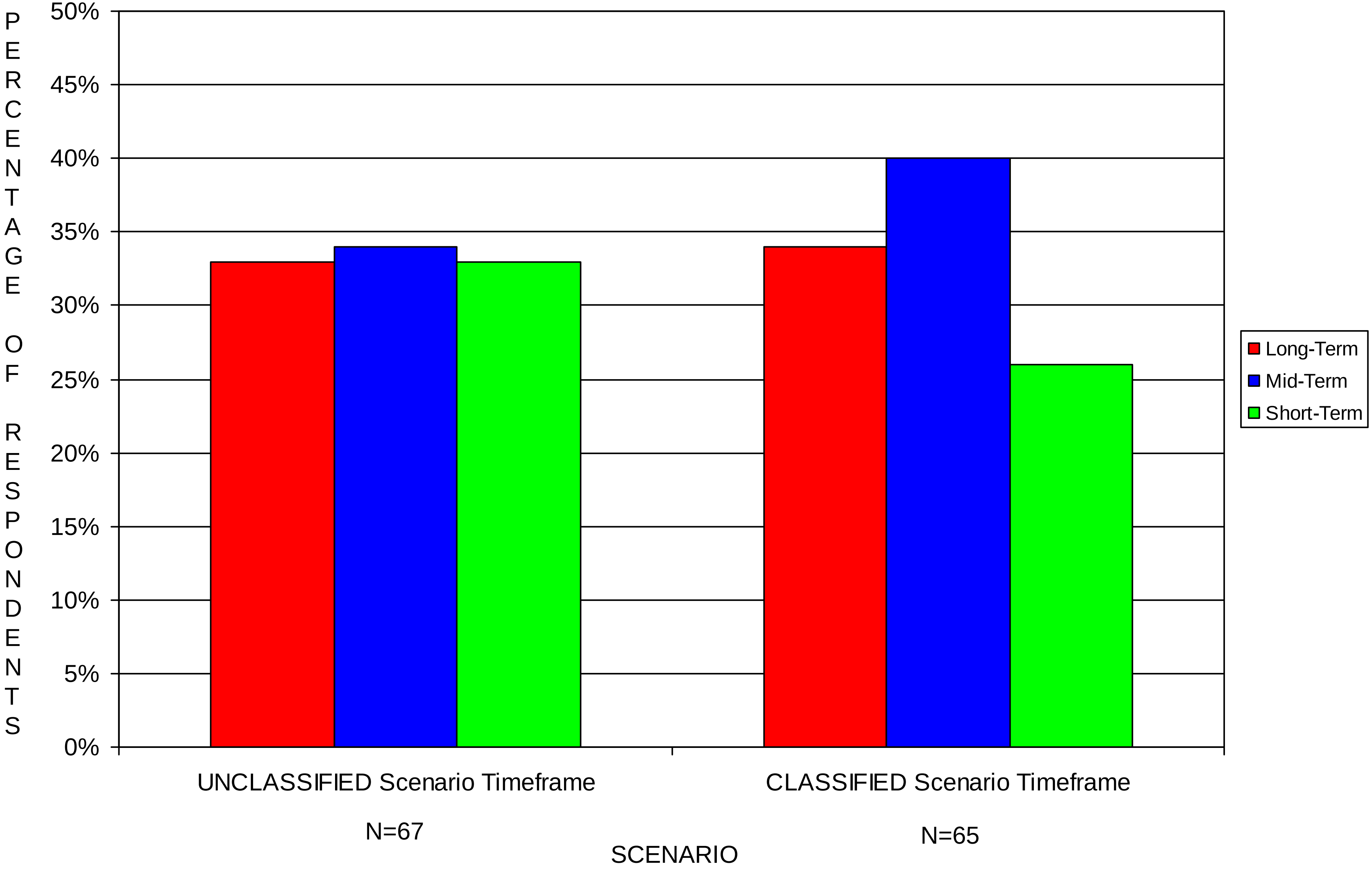
N=5

Question #2

Aggregate Graphs

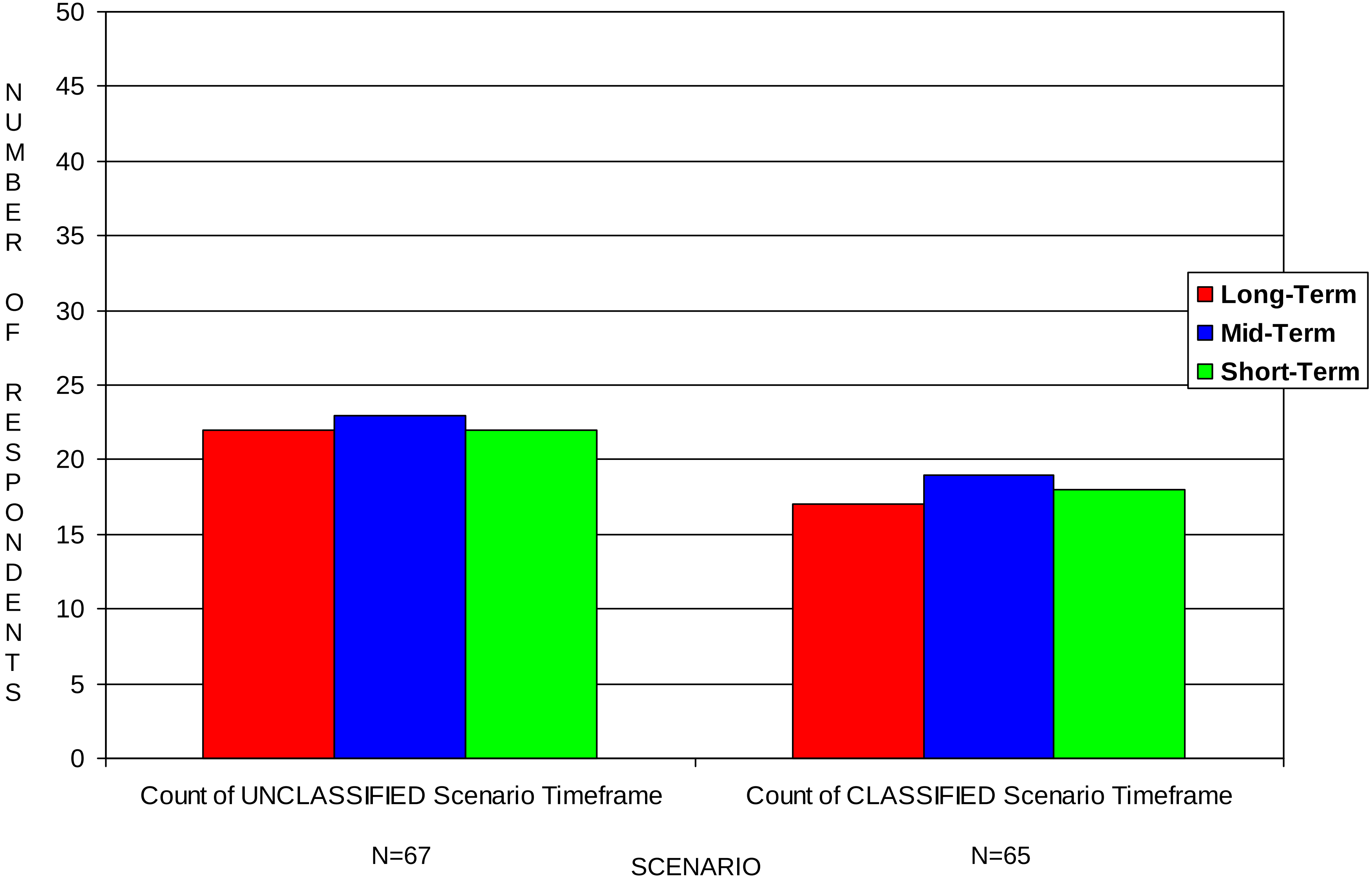
N = 78

Question: What timeframe do most of the scenarios your organization work with fall into?

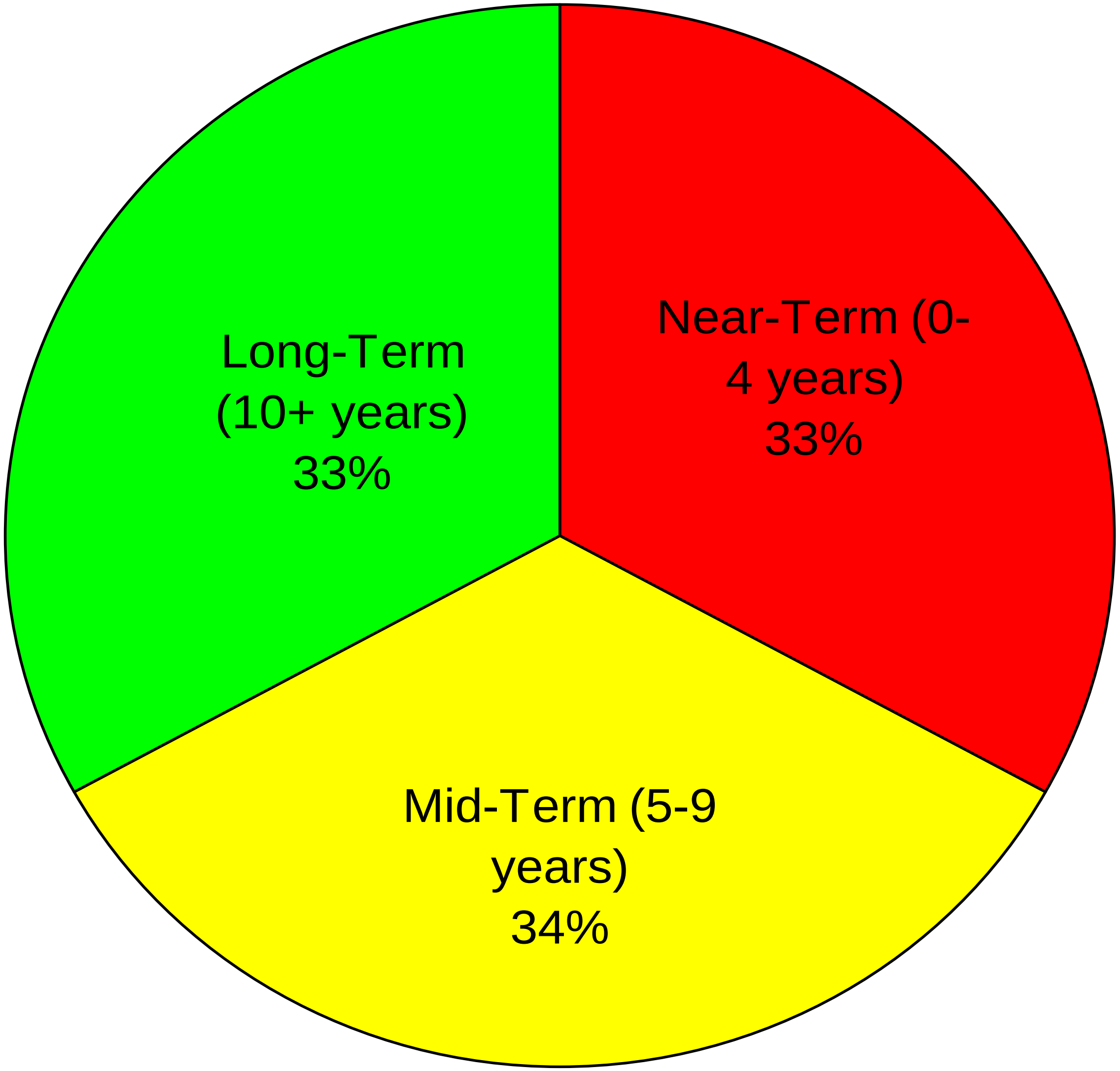


Question #2: Breakdown of Scenario Timeframe Use

Question #2: Breakdown of Scenario Timeframe Use

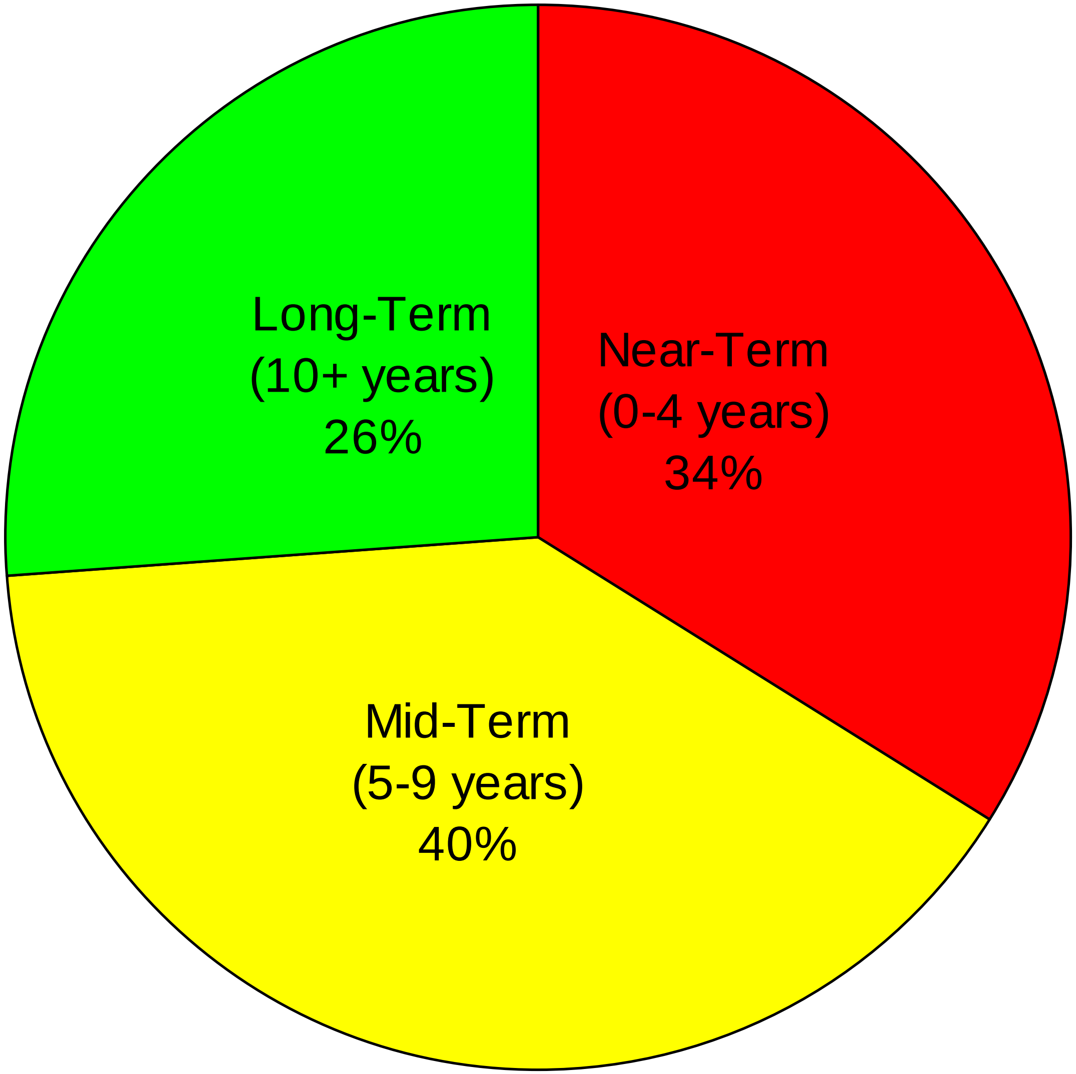


Question #2: Breakdown of Scenario Timeframe Use – UNCLASSIFIED Scenarios



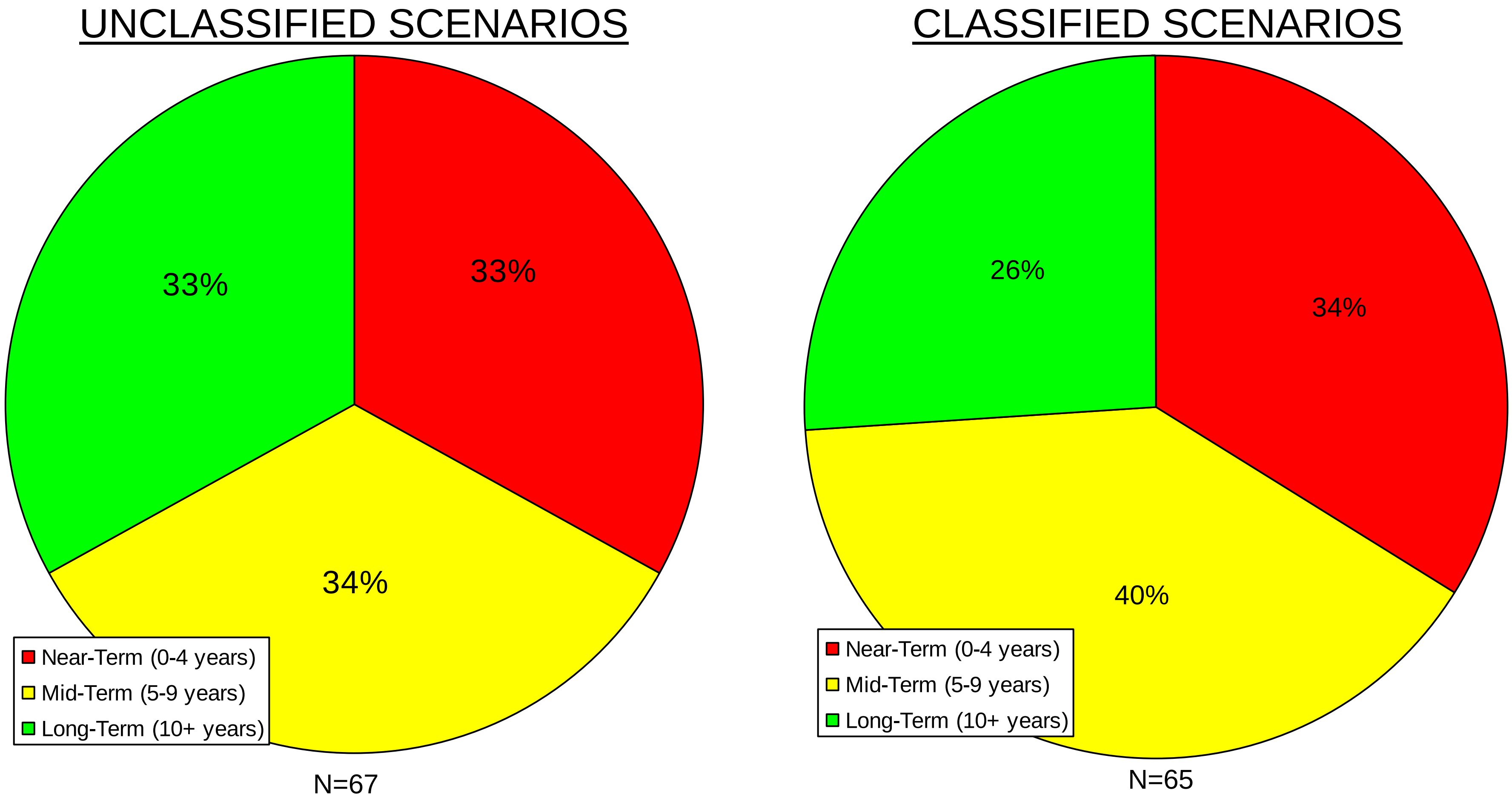
N=67

Question #2: Breakdown of Scenario Timeframe Use – CLASSIFIED Scenarios



N=65

Question #2: Breakdown of Scenario Timeframe Use



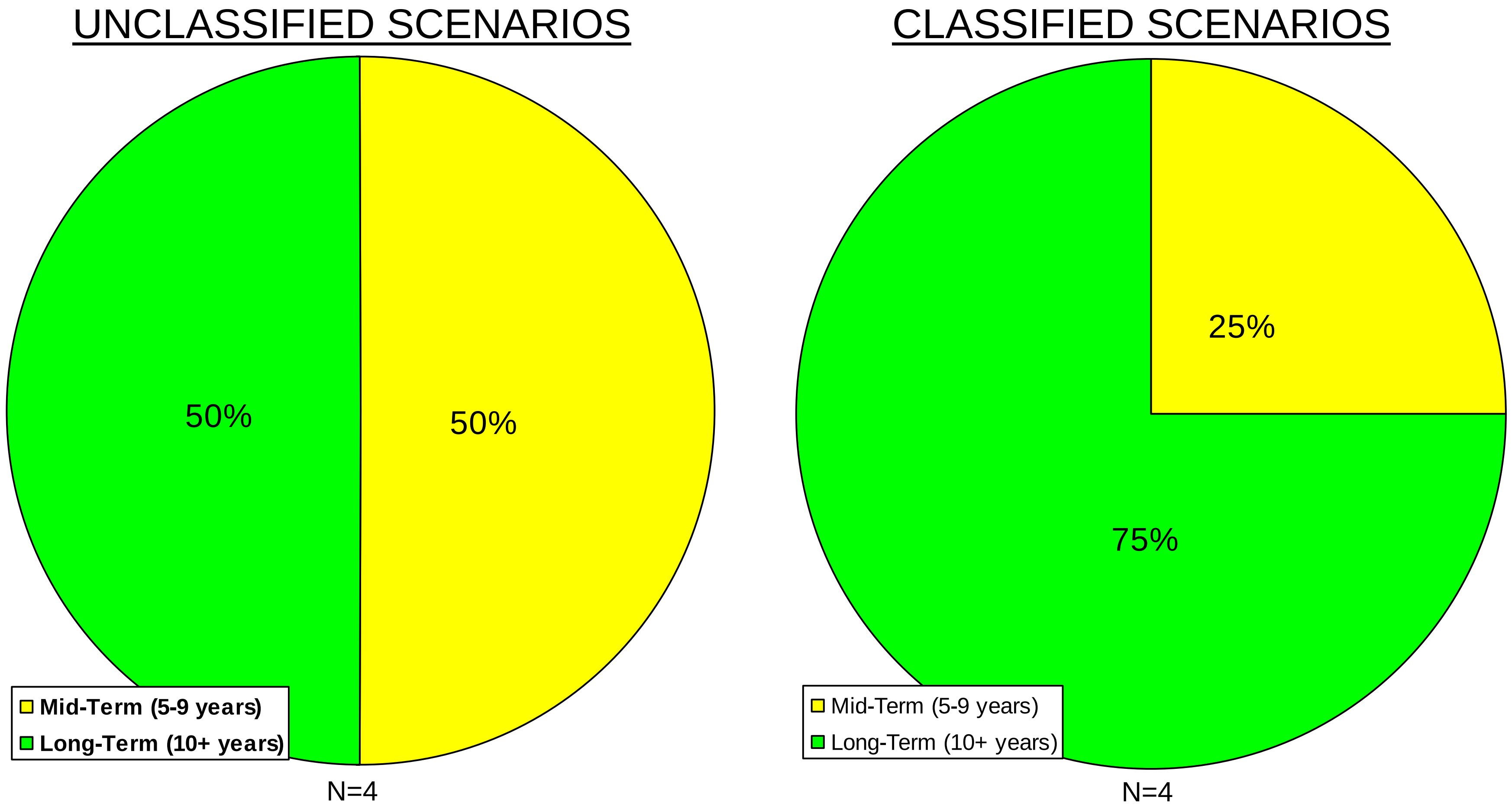
UNCLASSIFIED SCENARIOS

CLASSIFIED SCENARIOS

Question #2
Organizational Graphs
N = 78

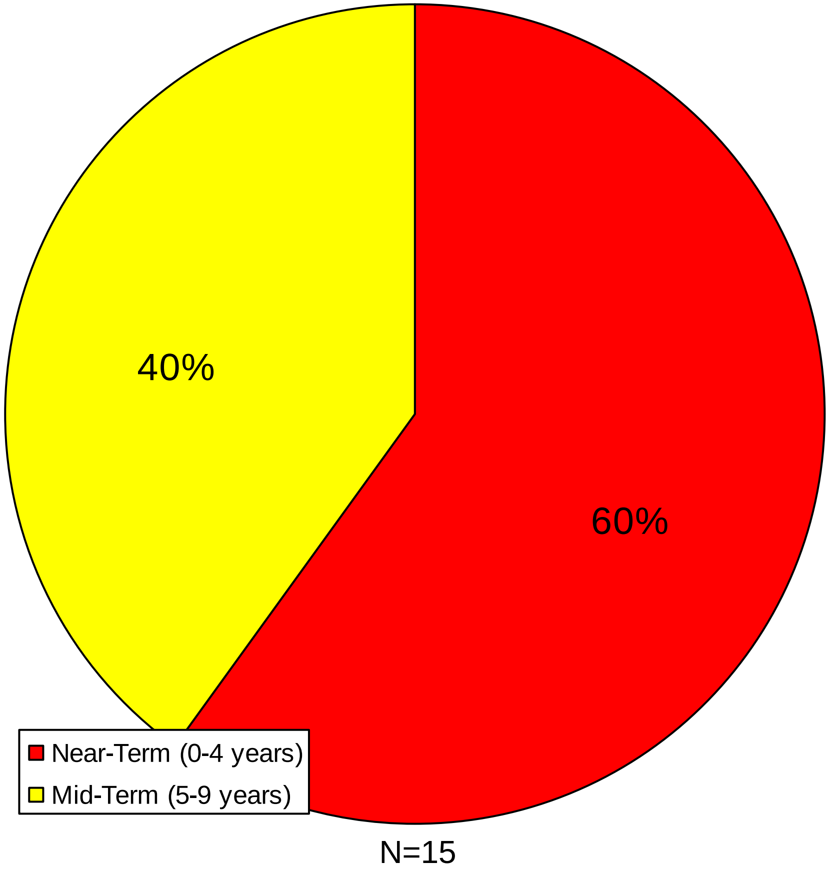
Question: What timeframe do most of the scenarios your organization work with fall into?

Question #2: Breakdown of Scenario Timeframe Use – Allied Responses

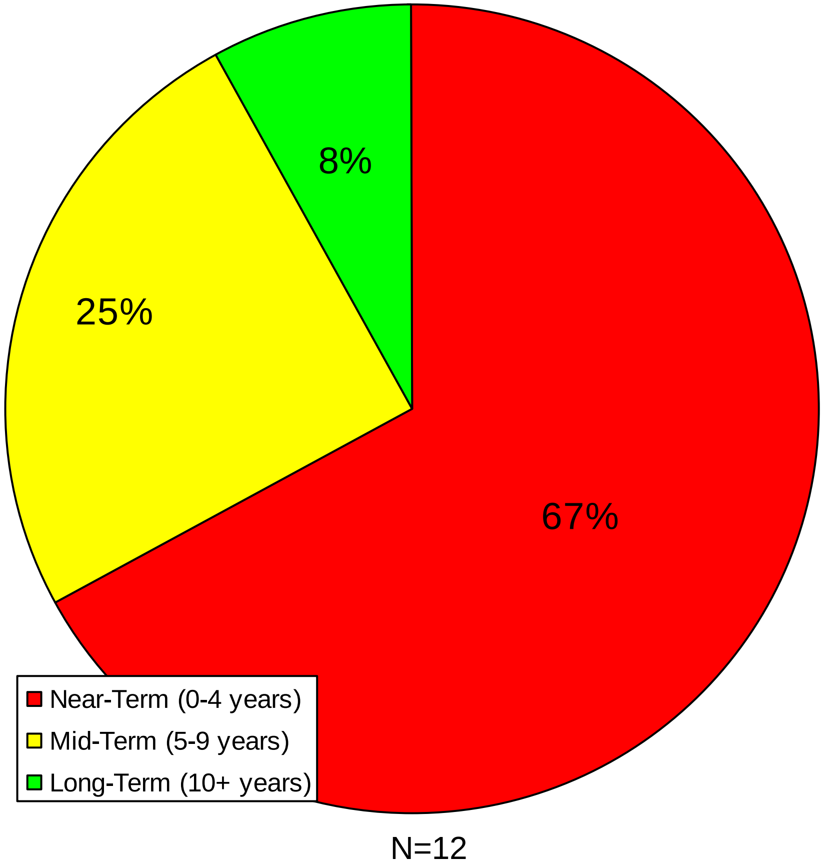


Question #2: Breakdown of Scenario Timeframe Use – COCOM Responses

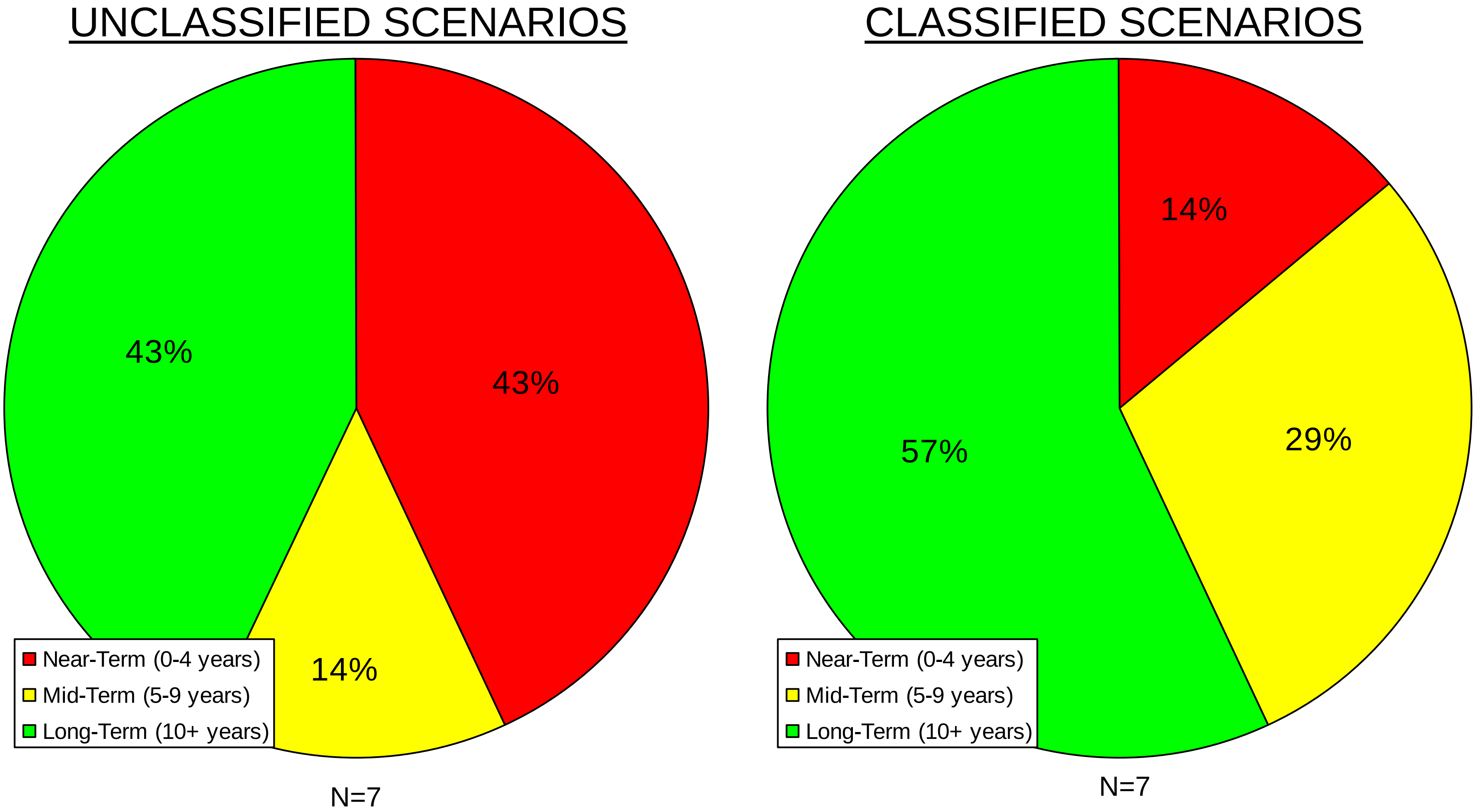
UNCLASSIFIED SCENARIOS



CLASSIFIED SCENARIOS

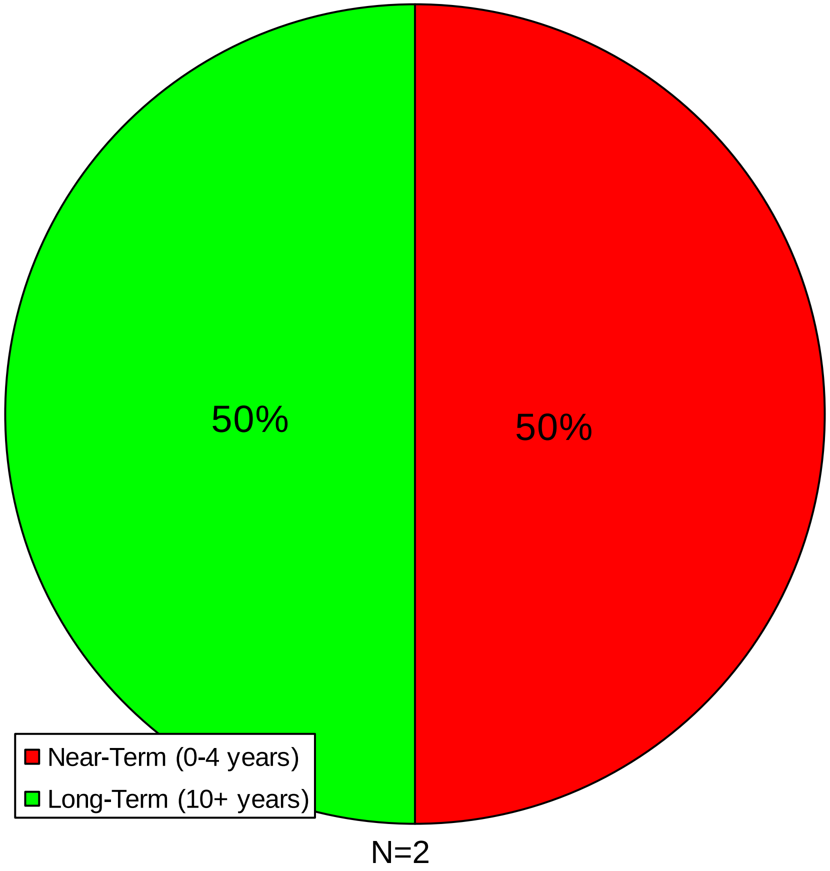


Question #2: Breakdown of Scenario Timeframe Use – Industry Responses

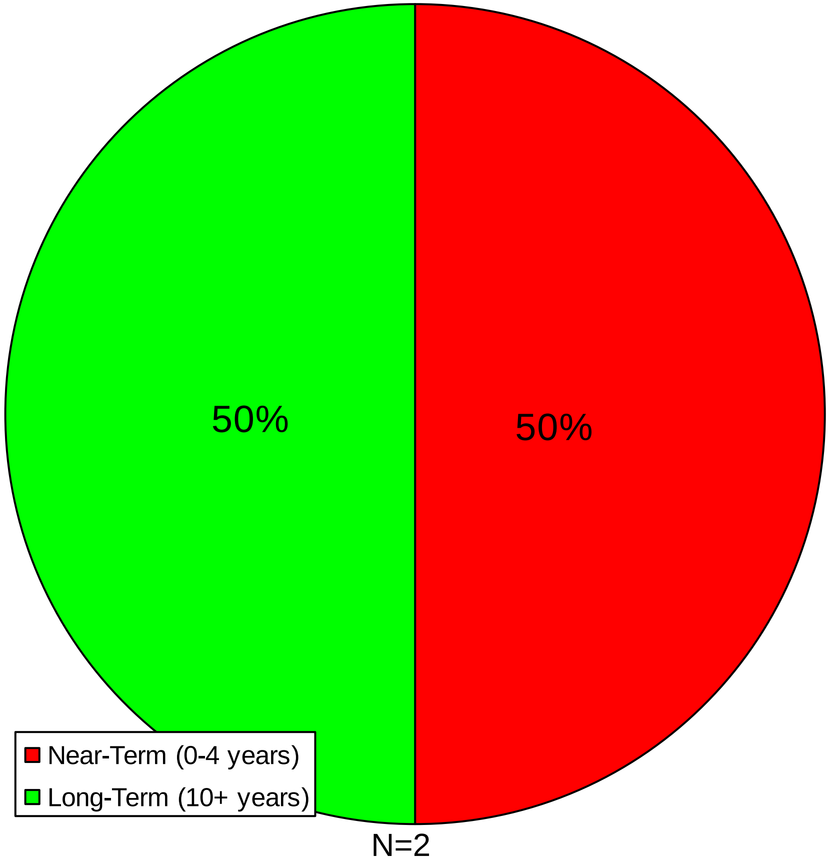


Question #2: Breakdown of Scenario Timeframe Use – Interagency Responses

UNCLASSIFIED SCENARIOS



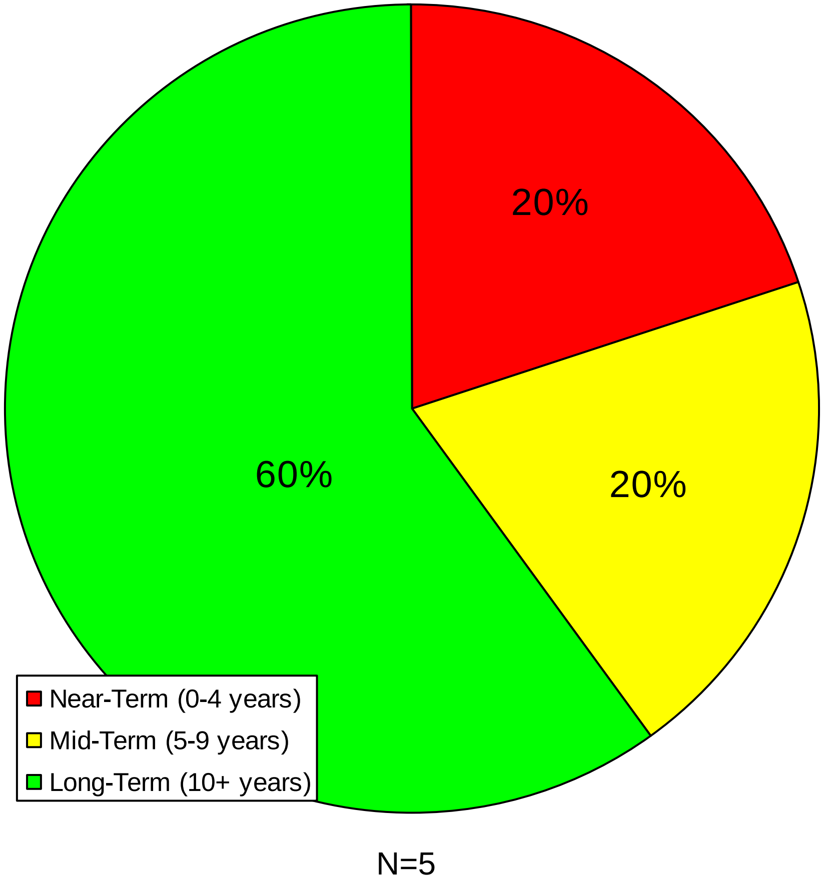
CLASSIFIED SCENARIOS



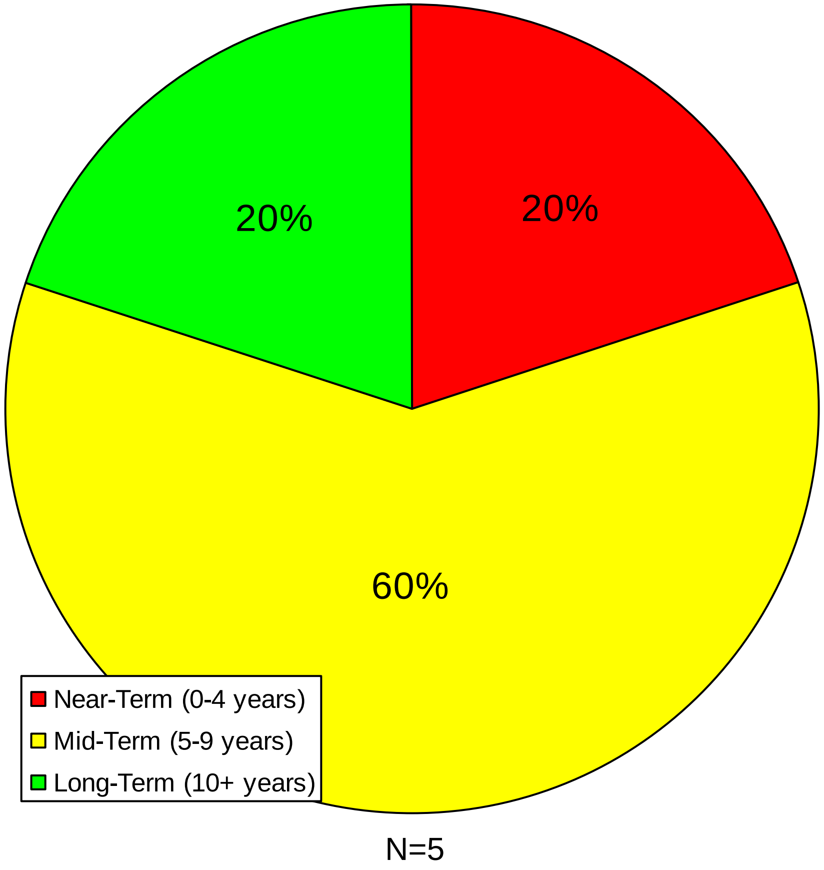
- The *only* Interagency responses were from the State Department

Question #2: Breakdown of Scenario Timeframe Use – Joint Staff Responses

UNCLASSIFIED SCENARIOS

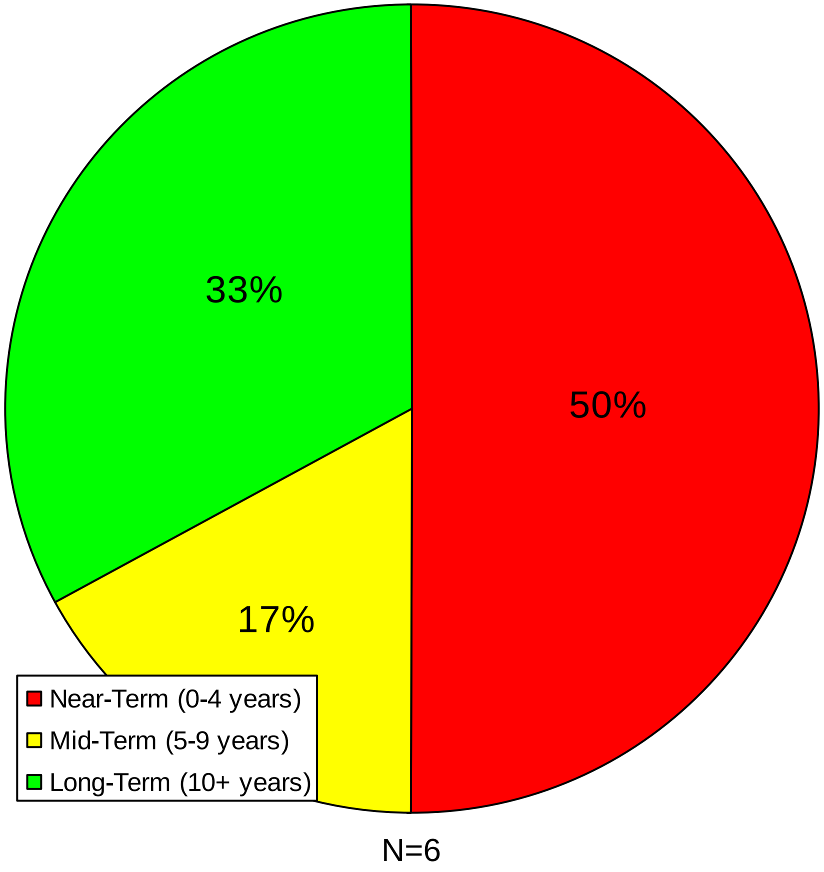


CLASSIFIED SCENARIOS

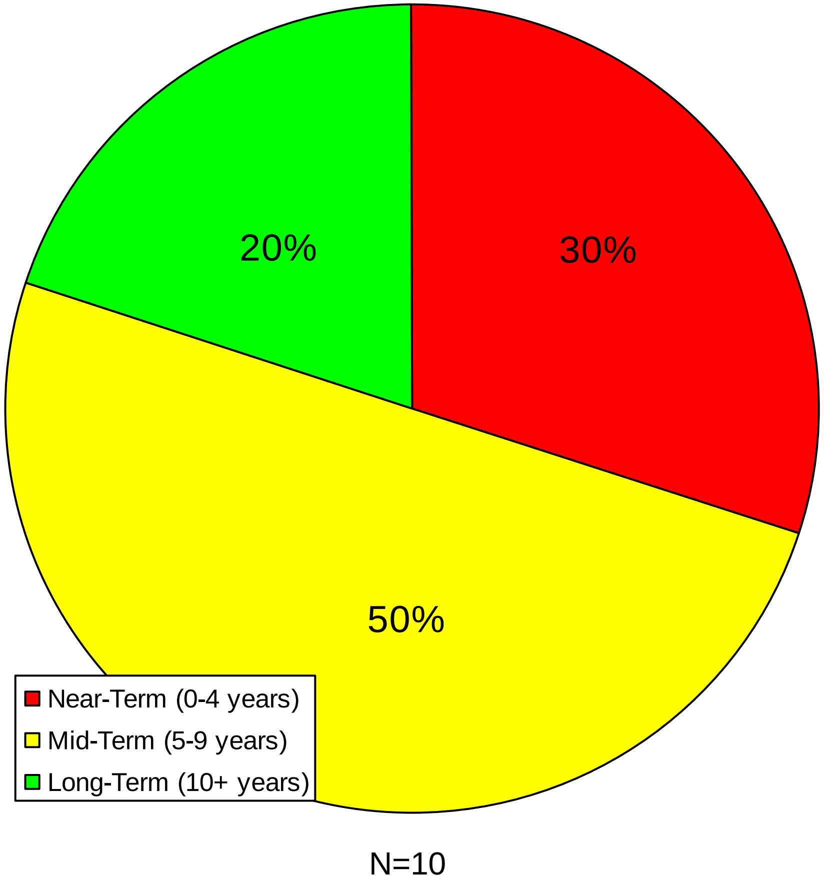


Question #2: Breakdown of Scenario Timeframe Use – OSD Responses

UNCLASSIFIED SCENARIOS

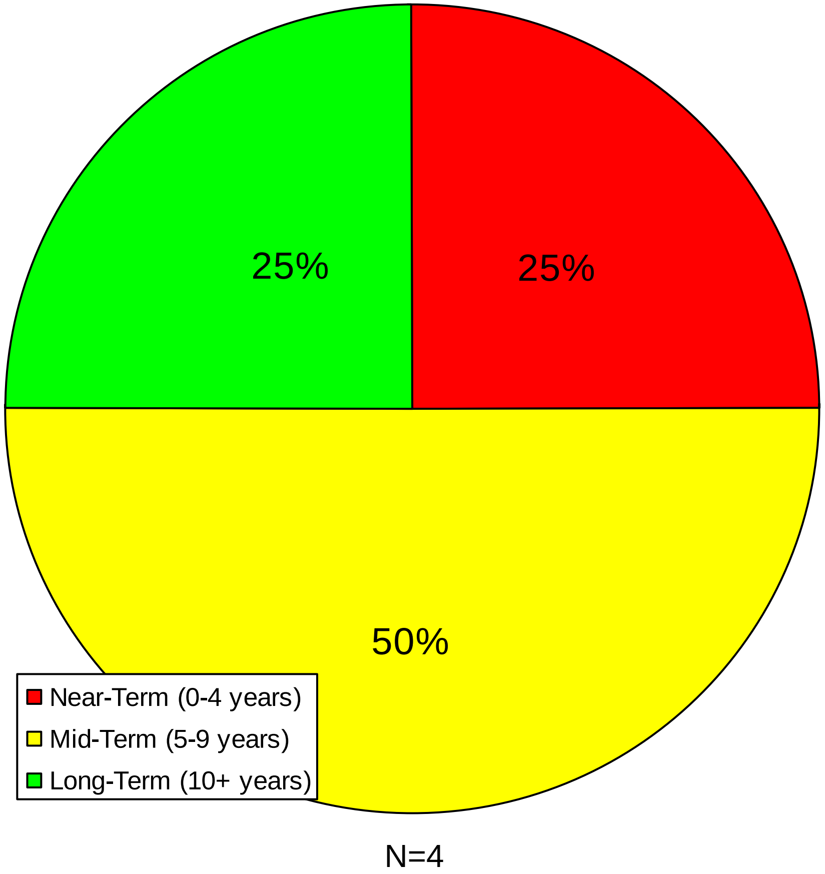


CLASSIFIED SCENARIOS

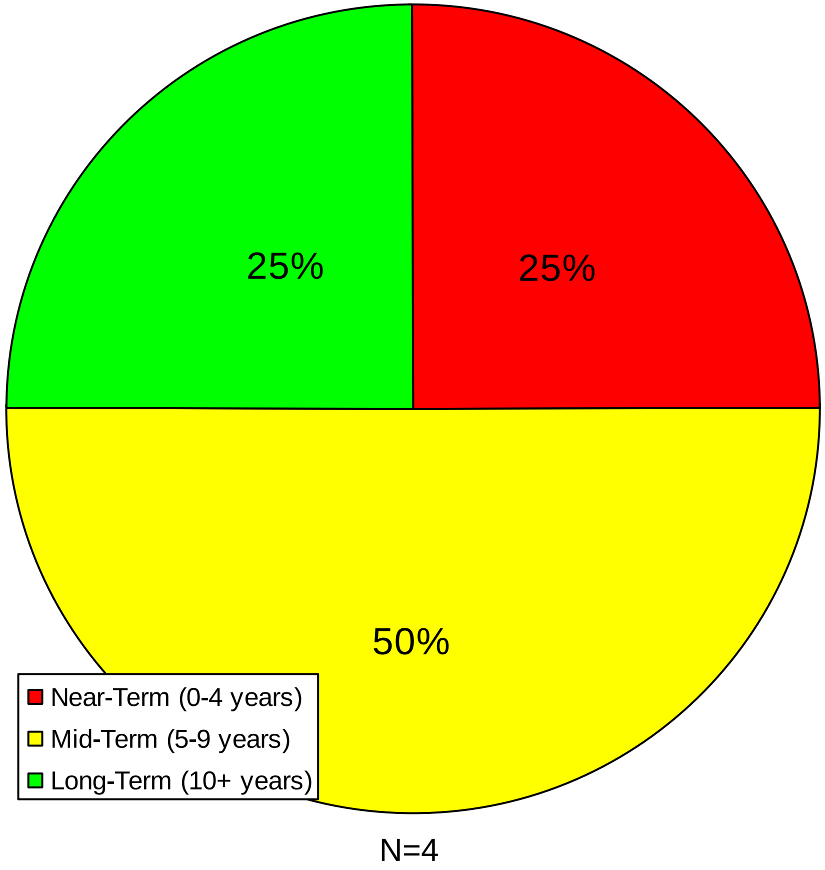


Question #2: Breakdown of Scenario Timeframe Use – “Other” Responses

UNCLASSIFIED SCENARIOS

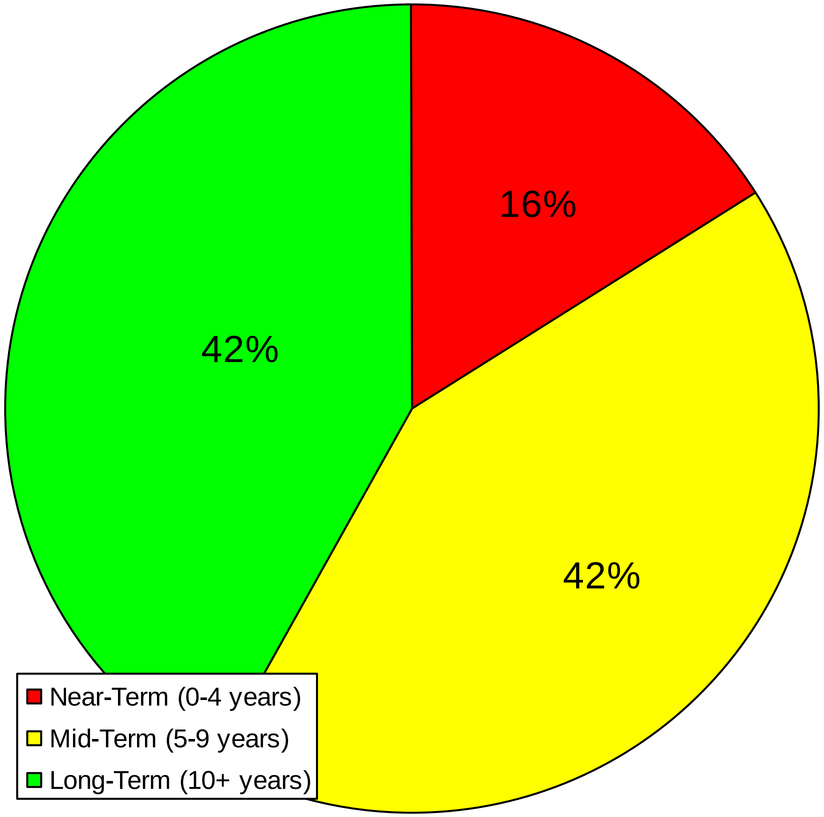


CLASSIFIED SCENARIOS



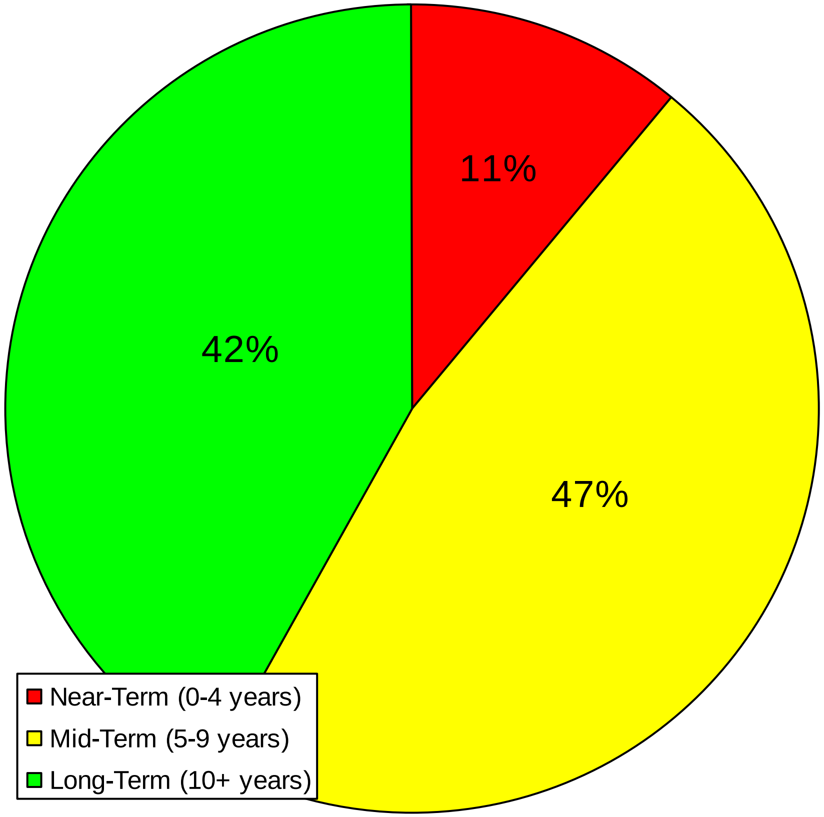
Question #2: Breakdown of Scenario Timeframe Use – Service Responses

UNCLASSIFIED SCENARIOS



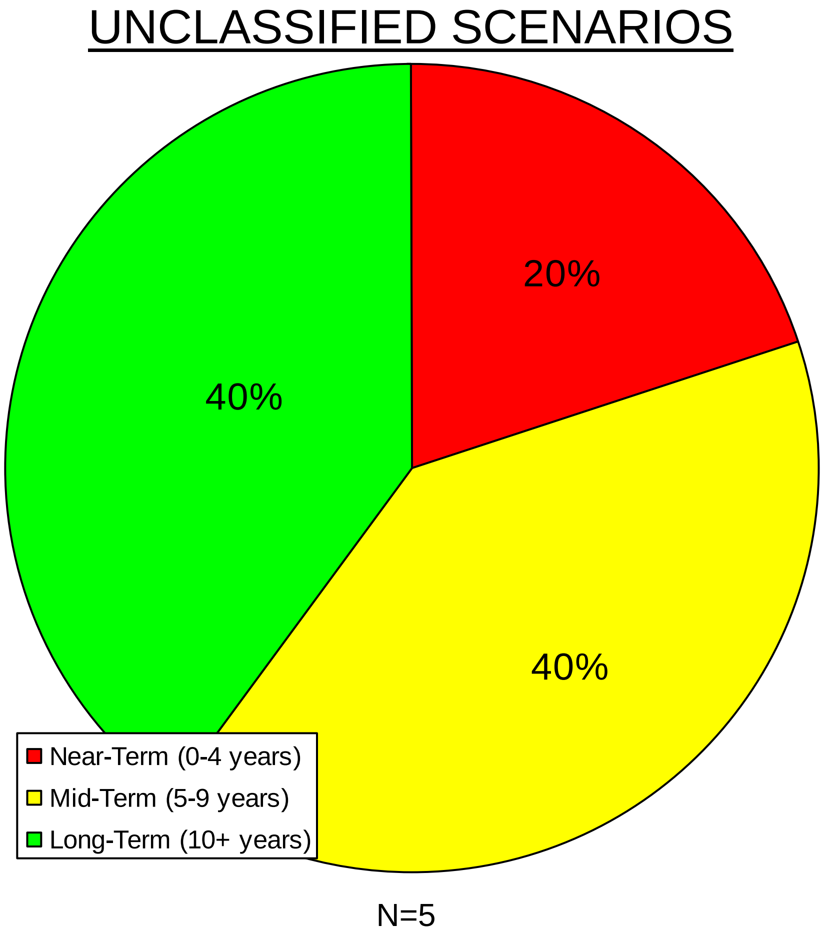
N=19

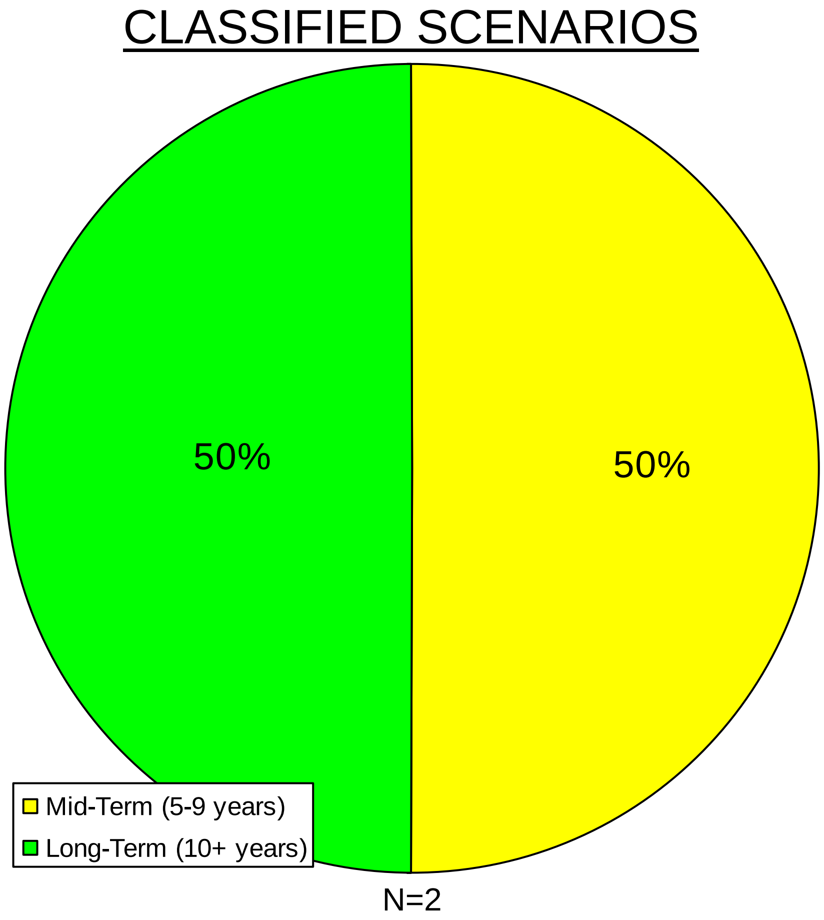
CLASSIFIED SCENARIOS



N=19

Question #2: Breakdown of Scenario Timeframe Use – Service School/Academia Responses





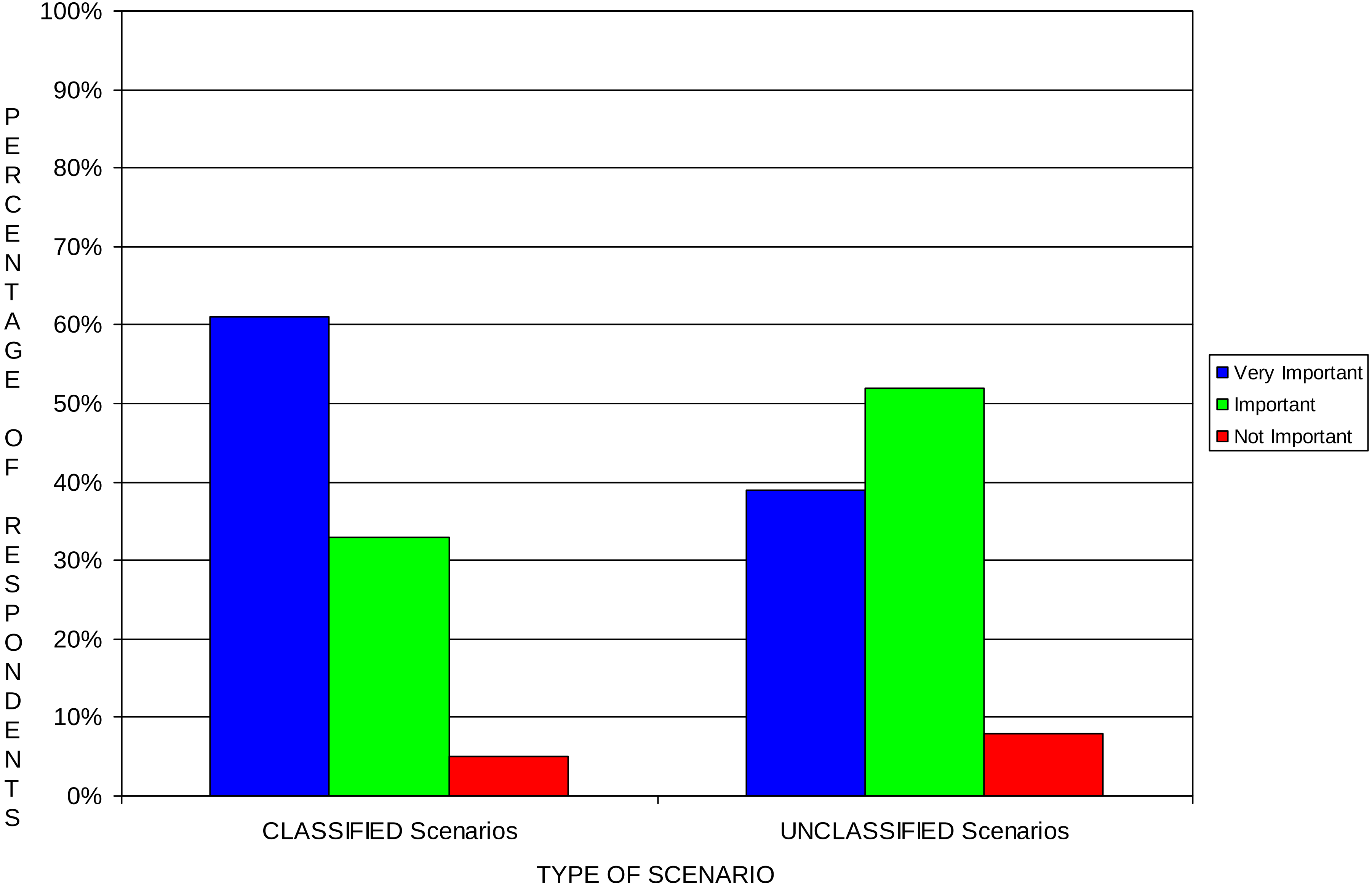
Question #3

Aggregate Graphs

N = 78

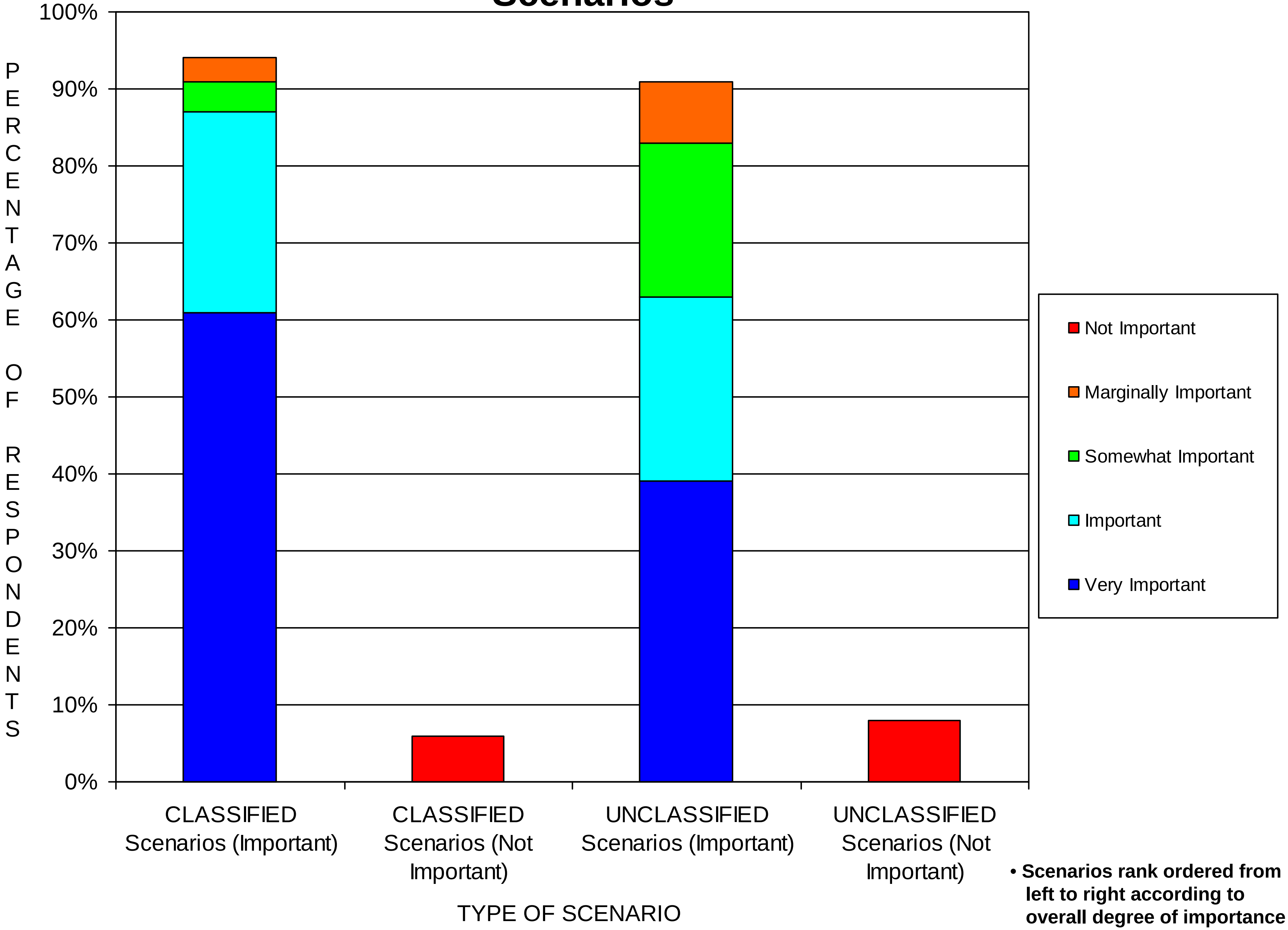
Question: How important a role do scenarios (whether UNCLASSIFIED or CLASSIFIED) play in your organization's tasks?

Question #3: Importance of UNCLASSIFIED and CLASSIFIED Scenarios



- **Scenarios rank ordered from left to right according to overall degree of importance**

Question #3: Degree of Importance, UNCLASSIFIED vs. CLASSIFIED Scenarios



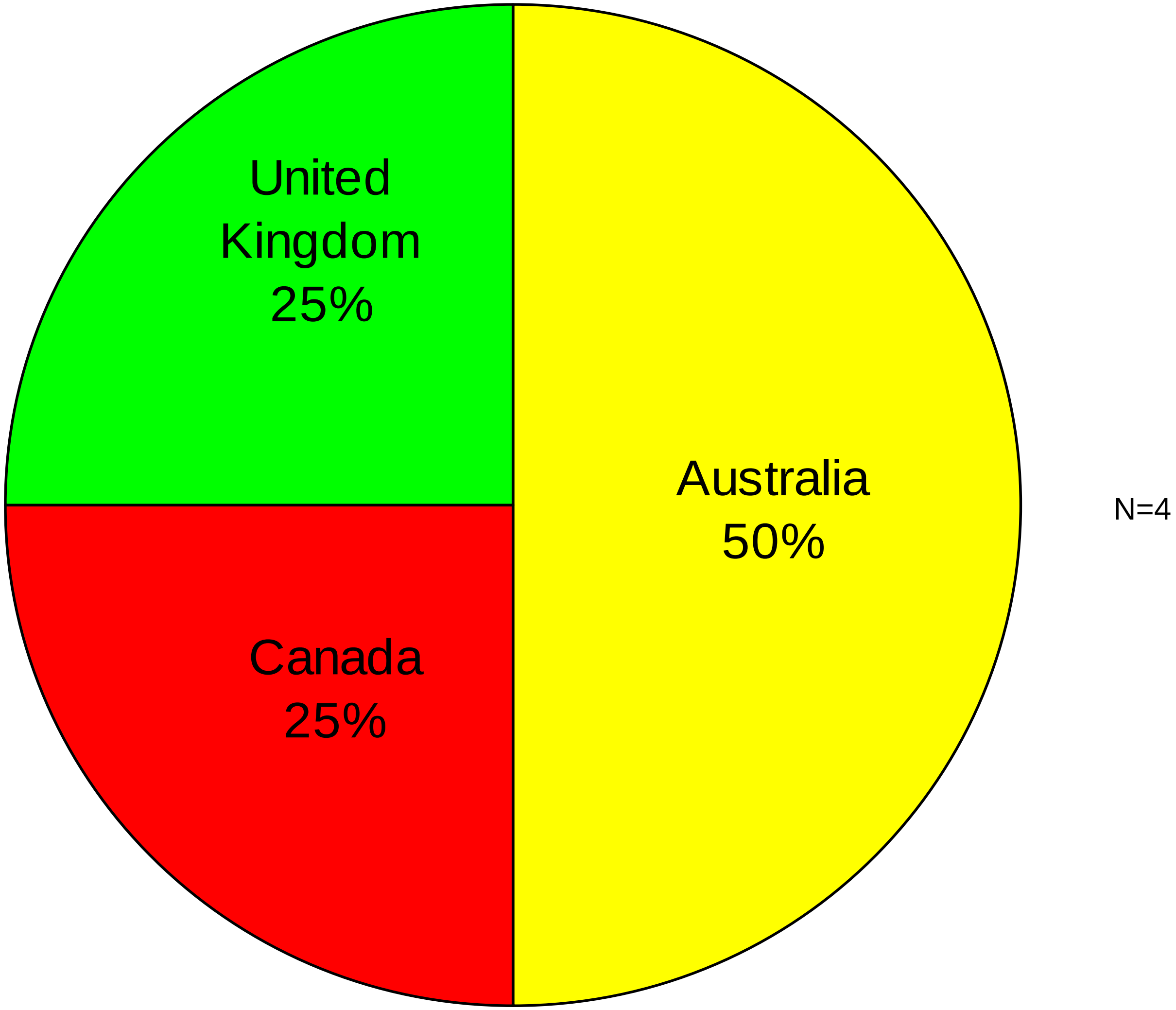
- **Scenarios rank ordered from left to right according to overall degree of importance**

Question #3
Organizational Graphs
N = 78

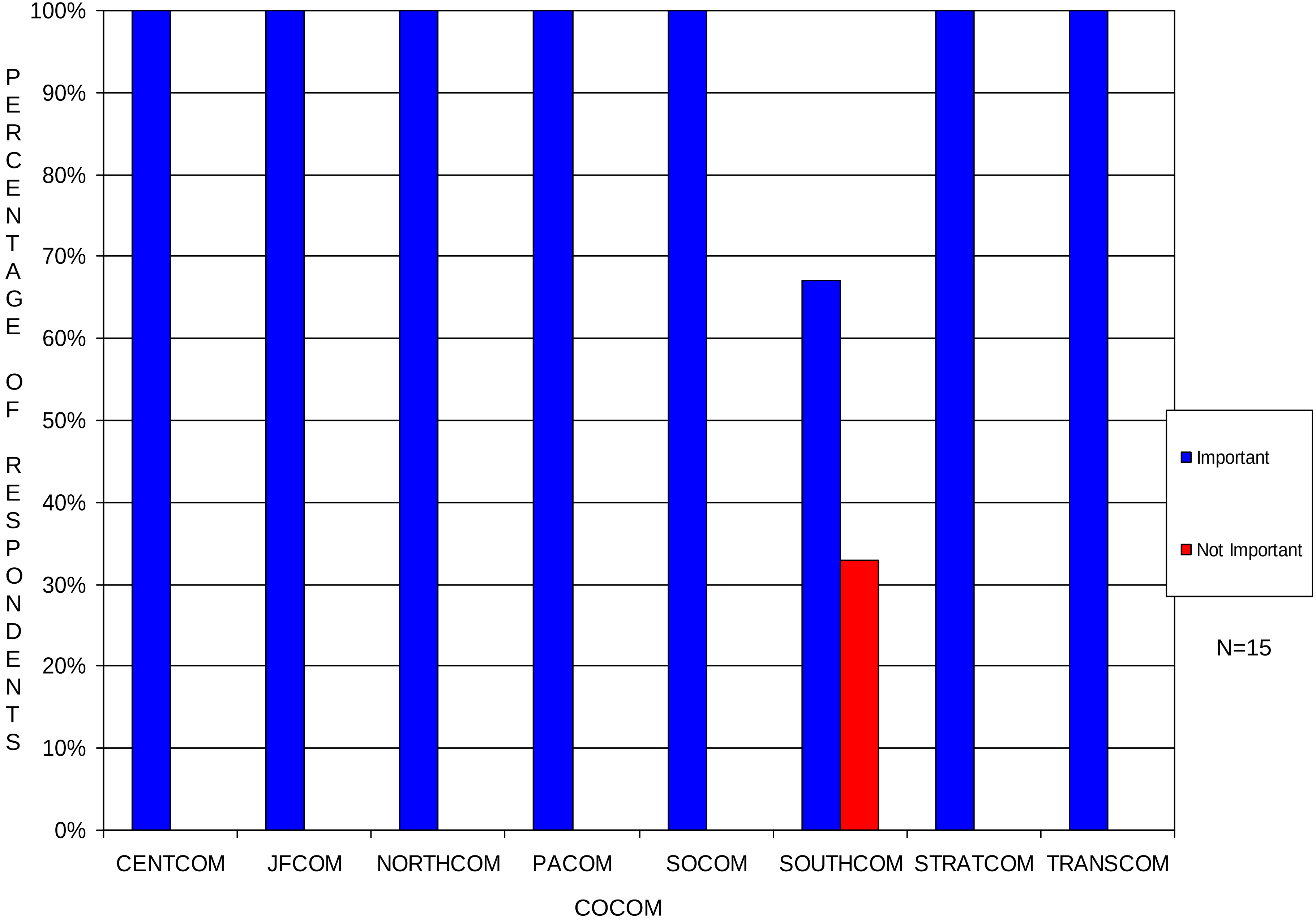
Question: How important a role do scenarios (whether UNCLASSIFIED or CLASSIFIED) play in your organization's tasks?

Question #3: UNCLASSIFIED and CLASSIFIED Scenario Importance – Breakdown of Allied Respondents and Responses

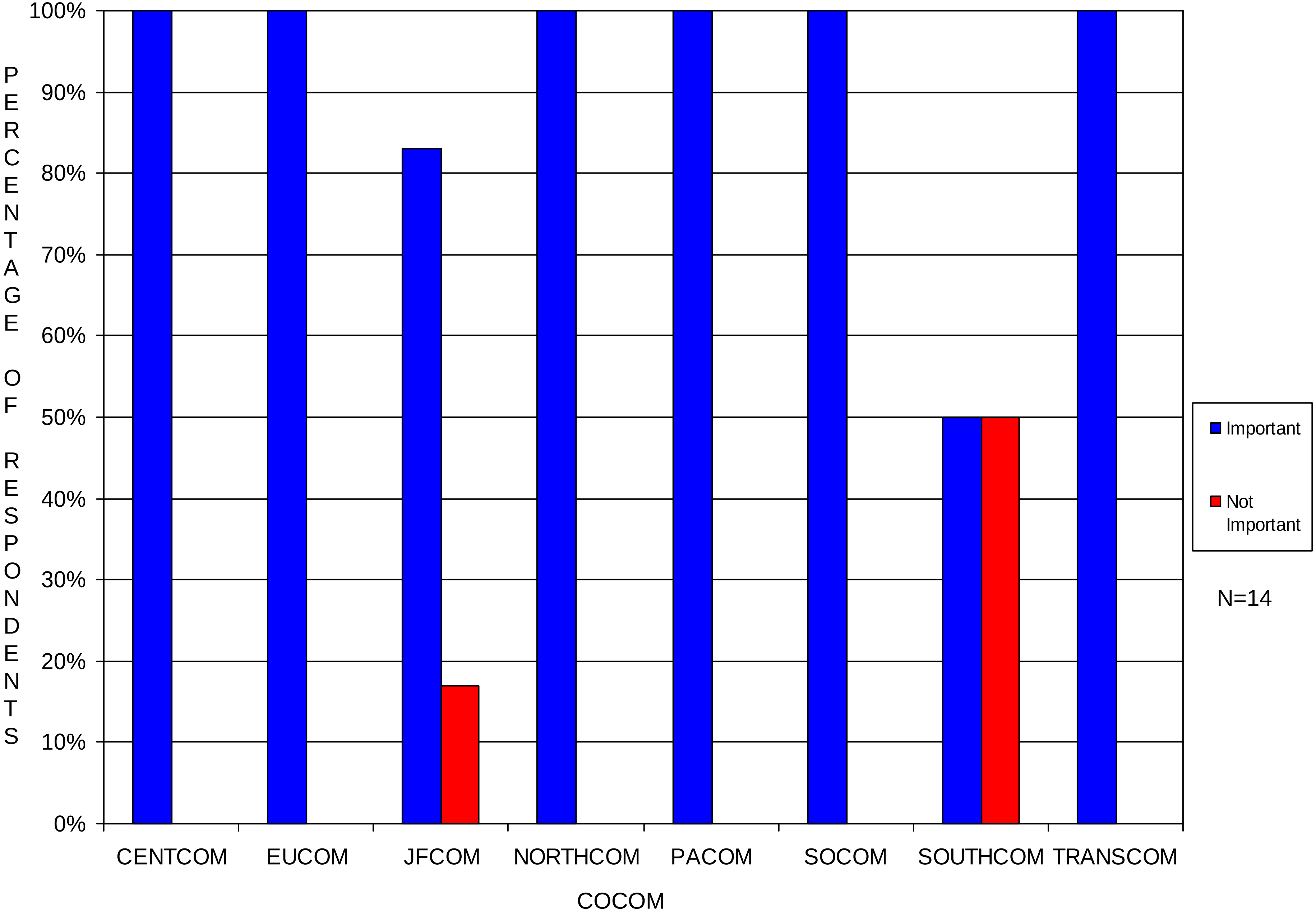
- *All* respondents marked *both* CLASSIFIED and UNCLASSIFIED scenarios as being *IMPORTANT* to their organization's tasks.



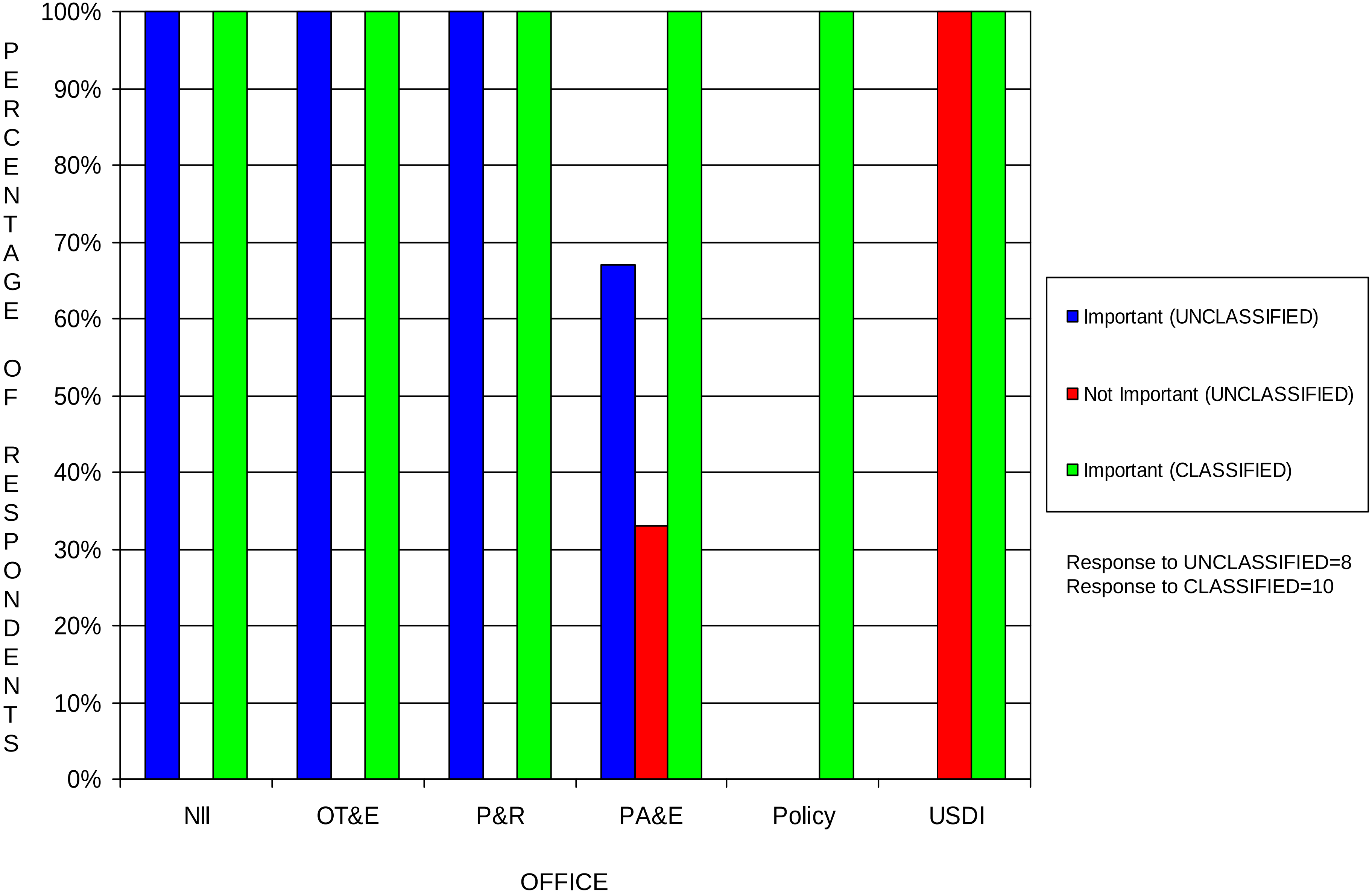
Question #3: UNCLASSIFIED Scenario Importance – Breakdown of COCOM Responses



Question #3: CLASSIFIED Scenario Importance – Breakdown of COCOM Responses



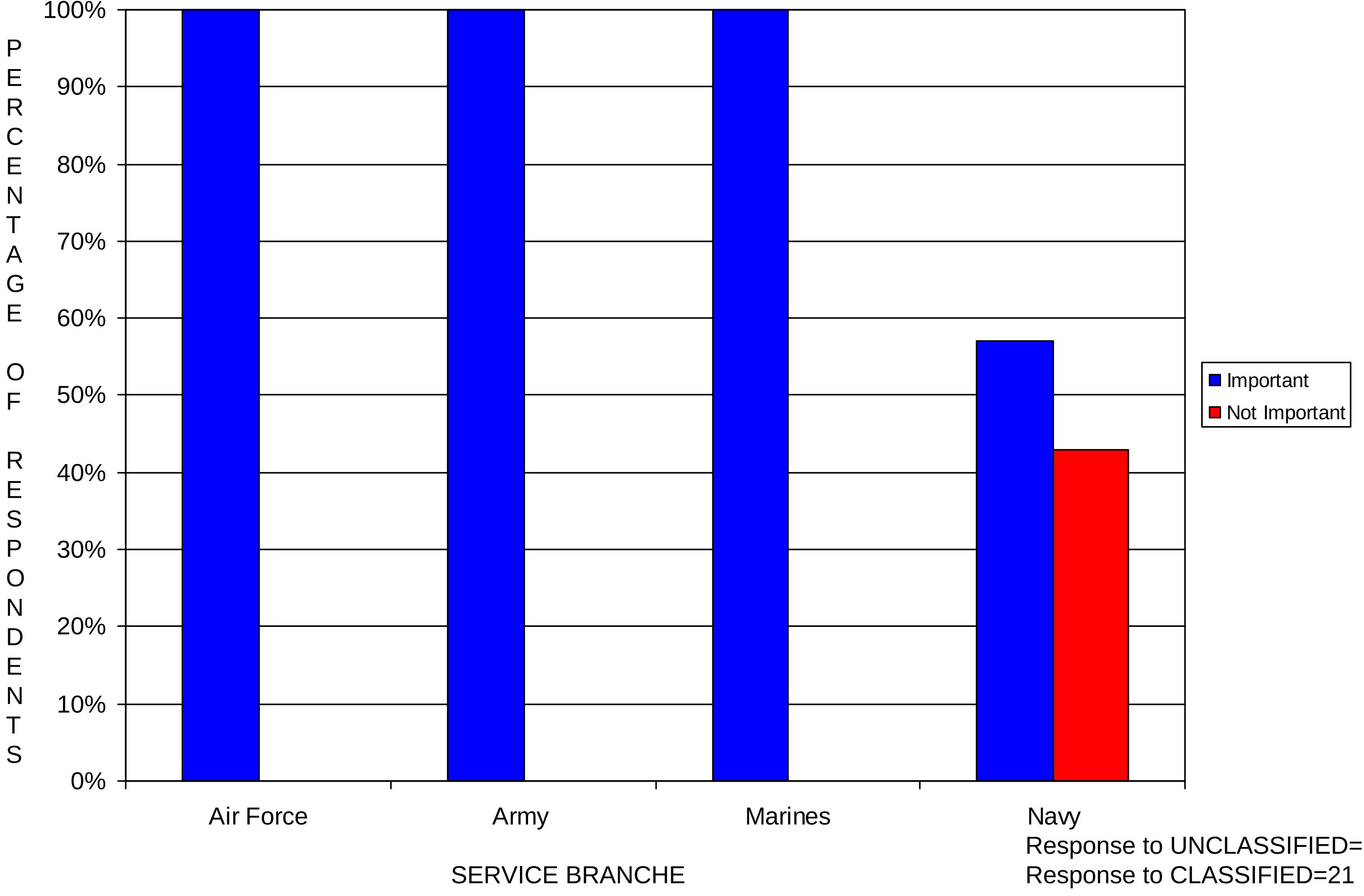
Question #3: UNCLASSIFIED and CLASSIFIED Scenario Importance – Breakdown of OSD Responses



Response to UNCLASSIFIED=8
Response to CLASSIFIED=10

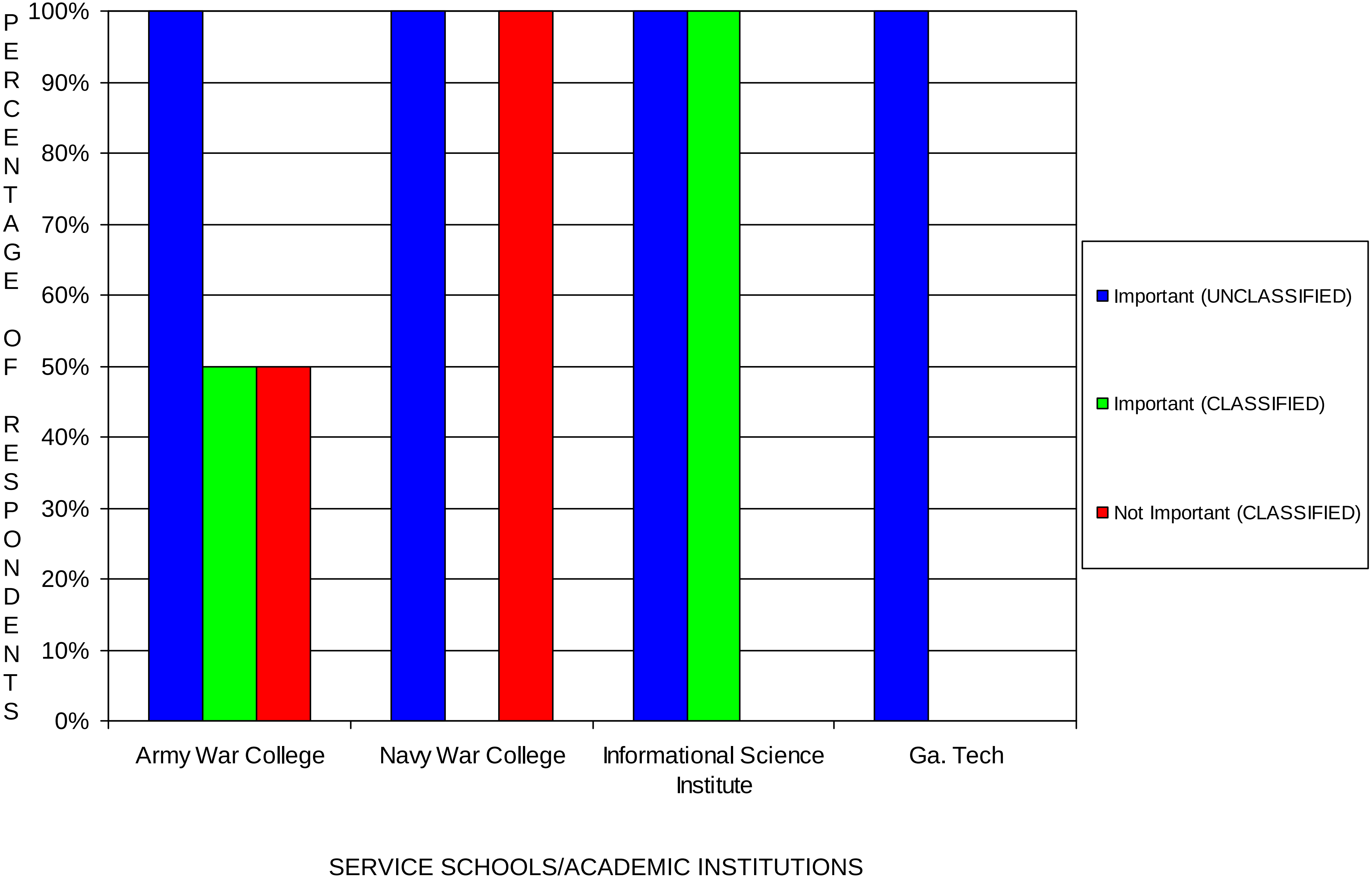
Question #3: UNCLASSIFIED and CLASSIFIED Scenario Importance – Breakdown of Service Responses

- *All* Service respondents noted that CLASSIFIED scenarios were *IMPORTANT* to their organization’s tasks



Response to UNCLASSIFIED=20
Response to CLASSIFIED=21

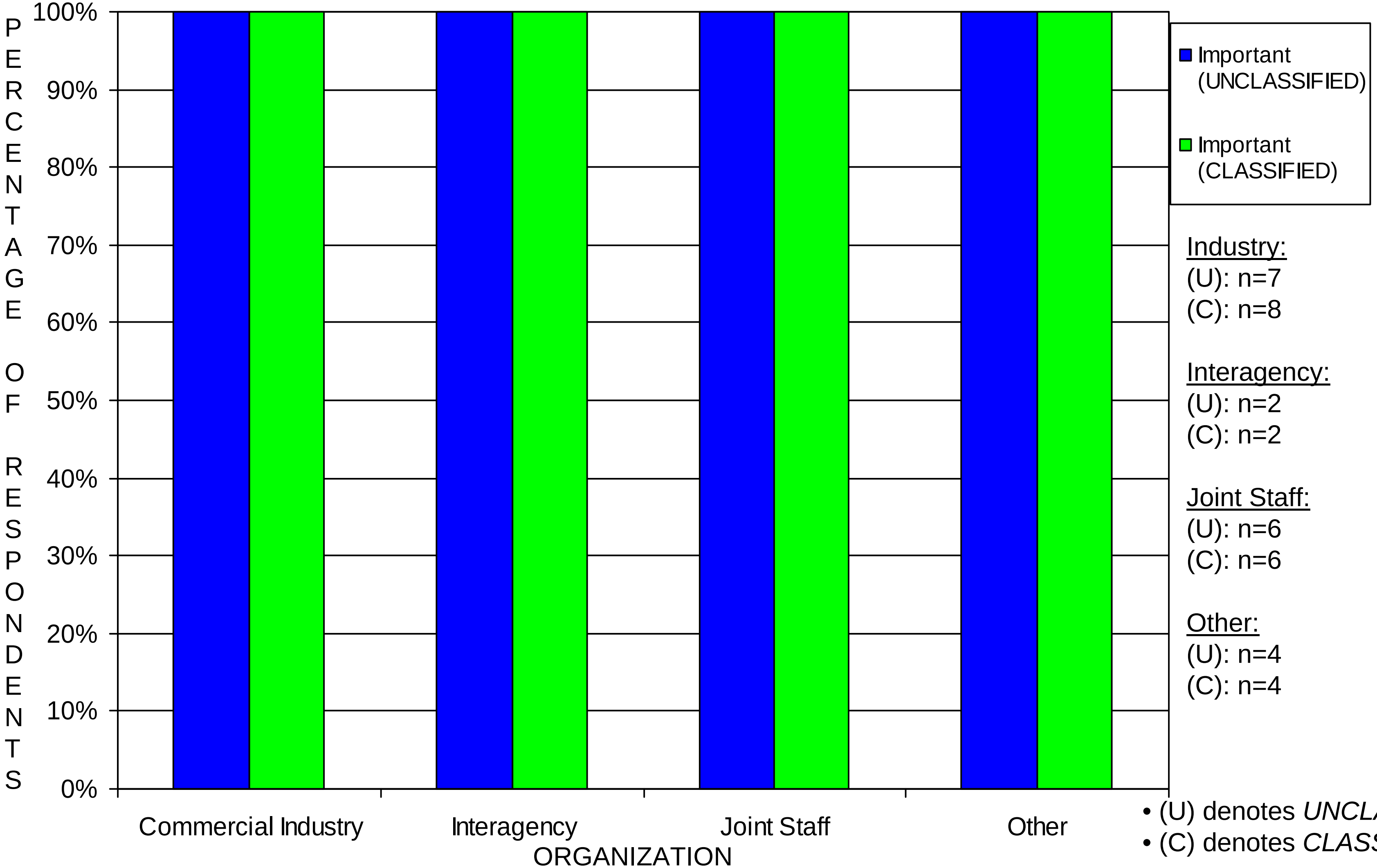
Question #3: UNCLASSIFIED and CLASSIFIED Scenario Importance – Breakdown of Service Schools/Academia Responses



Response to UNCLASSIFIED=5
Response to CLASSIFIED=4

Question #3: UNCLASSIFIED and CLASSIFIED Scenario Importance – Commercial Industry, Interagency, Joint Staff, and "Other" Responses

- *All* Commercial Industry, Interagency, Joint Staff, and Other respondents marked both UNCLASSIFIED and CLASSIFIED scenarios as *IMPORTANT* to their organization's tasks



Industry:
(U): n=7
(C): n=8

Interagency:
(U): n=2
(C): n=2

Joint Staff:
(U): n=6
(C): n=6

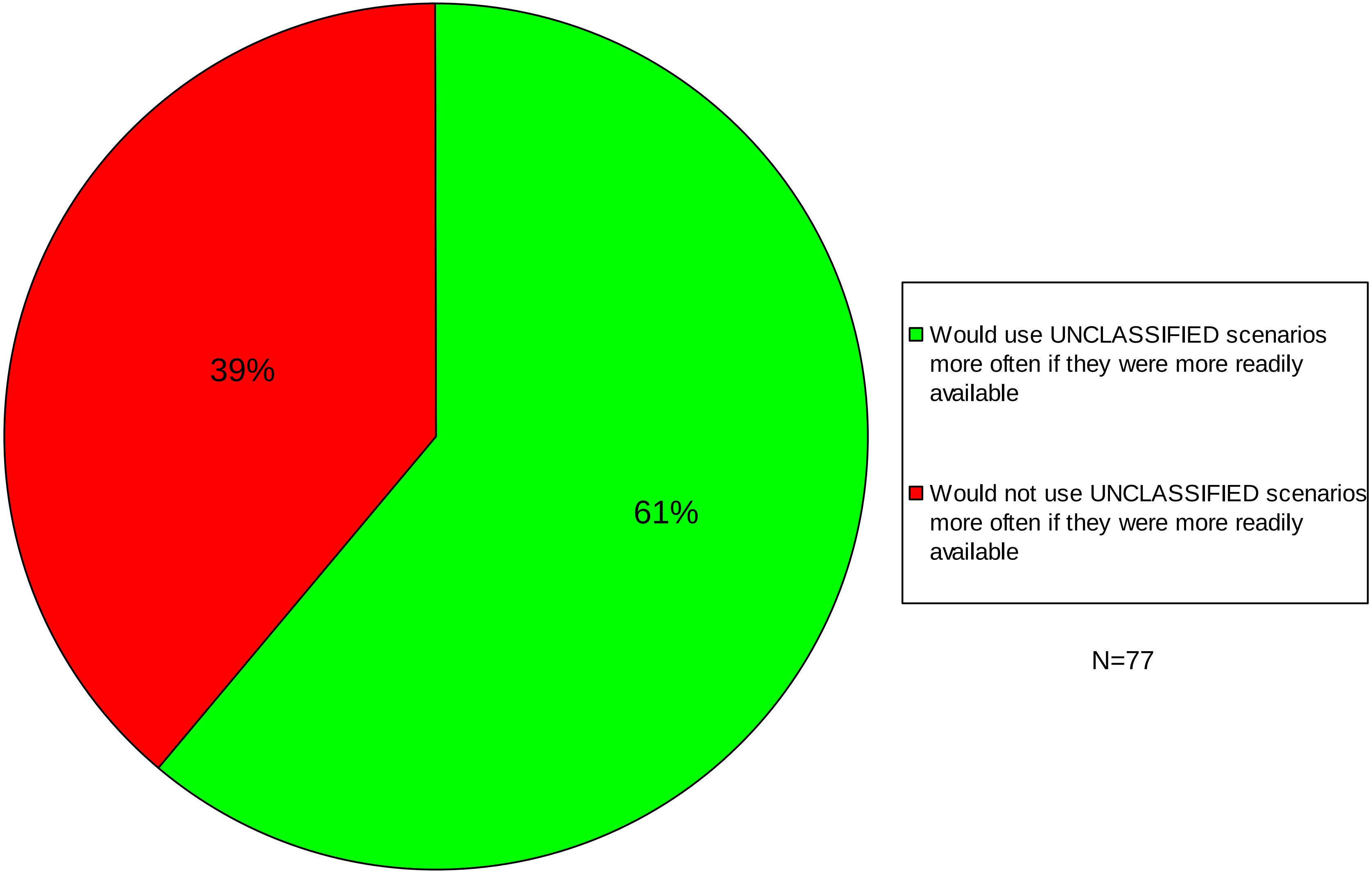
Other:
(U): n=4
(C): n=4

- (U) denotes *UNCLASSIFIED*
- (C) denotes *CLASSIFIED*

Question #4
Aggregate Graphs
N = 77

Question: Would you use UNCLASSIFIED scenarios more often if they were more readily available to your organization?

Question #4: Potential *Unclassified* Scenario Use



N=77

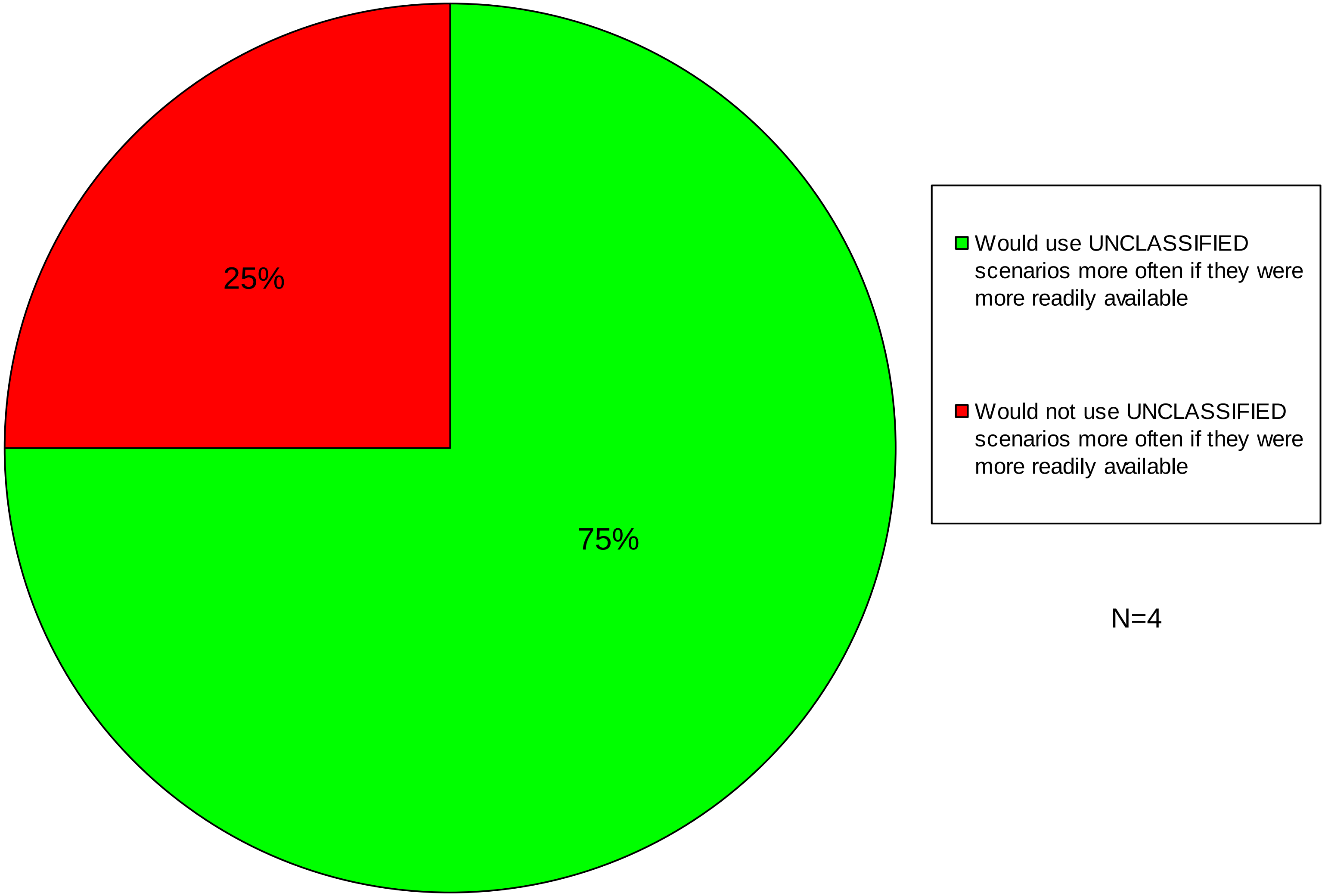
Question #4
Organizational Graphs

N = 77

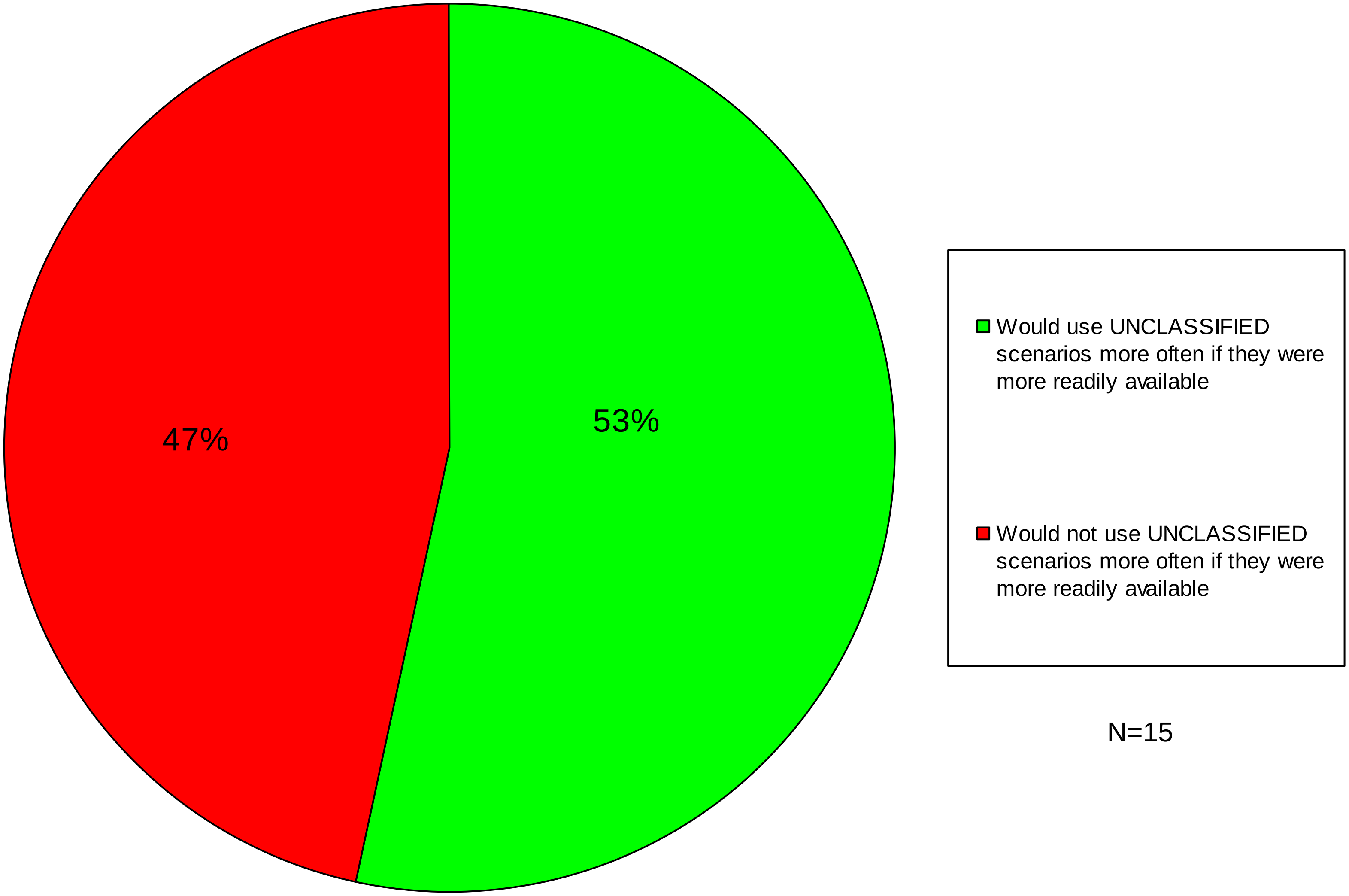
Question: Would you use UNCLASSIFIED scenarios more often if they were more readily available to your organization?

Question #4: Potential *UNCLASSIFIED* Scenario Use – Allied Responses

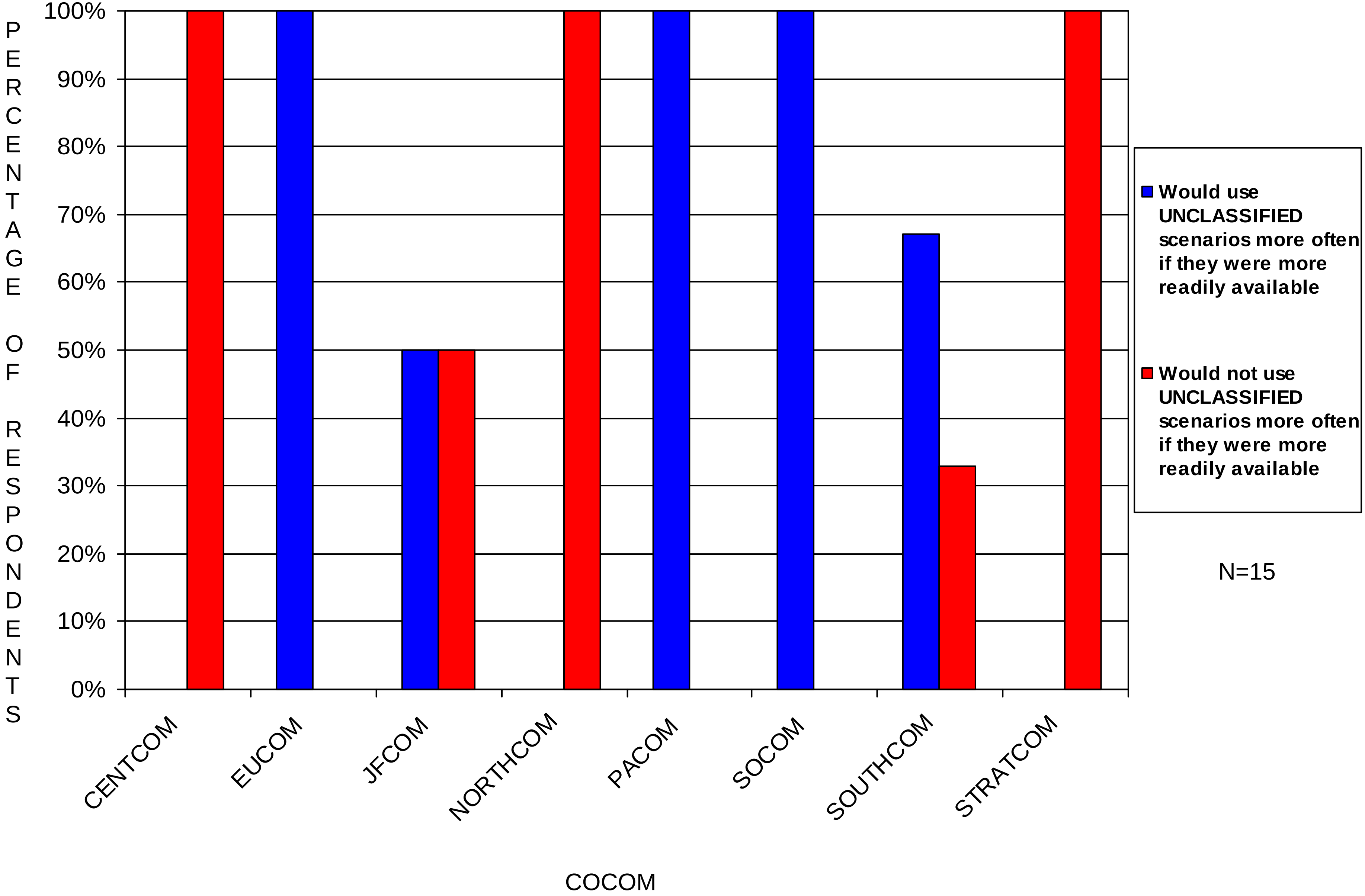
Australian and Canadian respondents noted they ***WOULD*** use UNCLASSIFIED scenarios more often if they were more readily available, while UK respondents noted they ***WOULD NOT***.



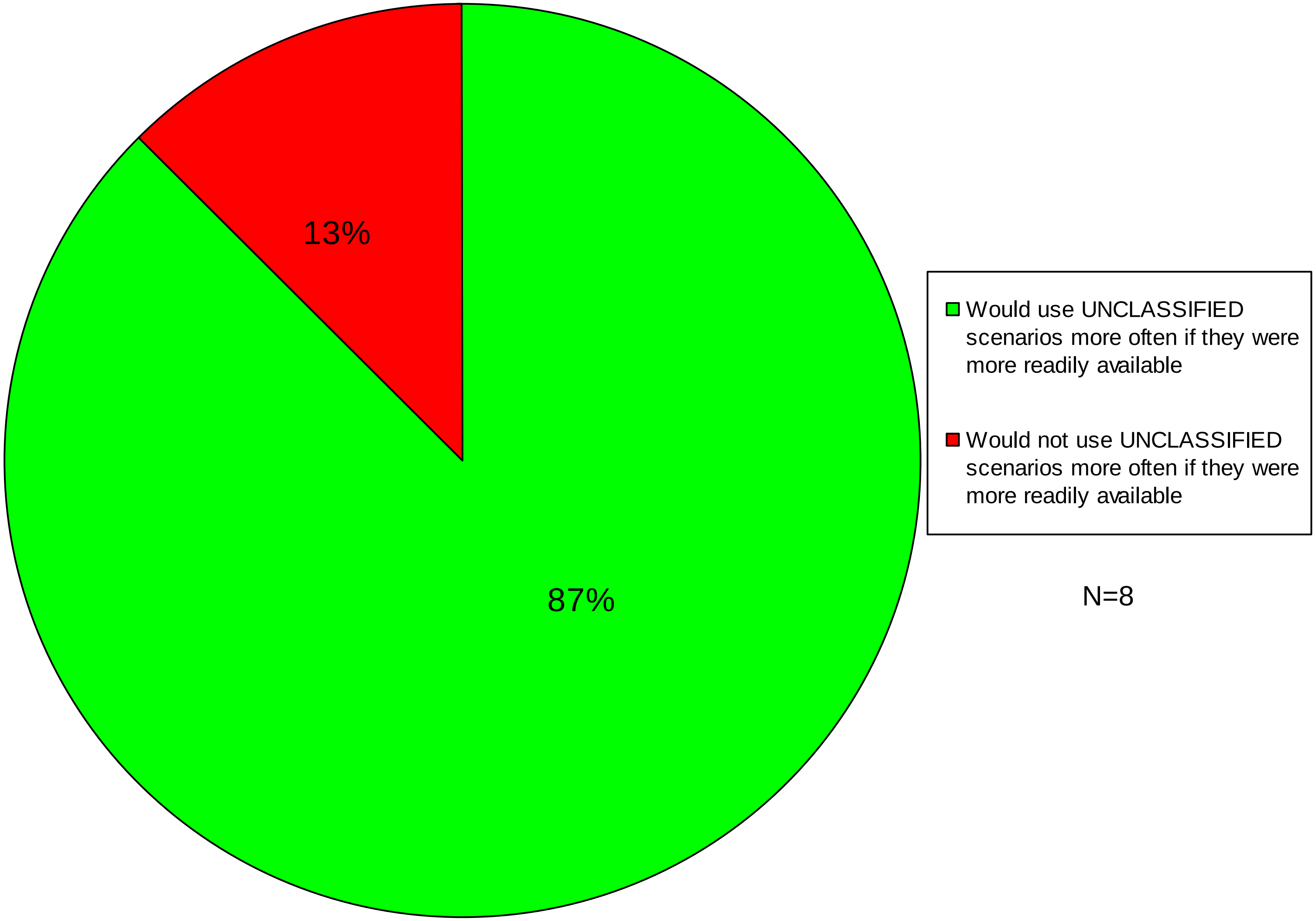
Question #4: Potential UNCLASSIFIED Scenario Use – COCOM Responses



Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of COCOM Responses

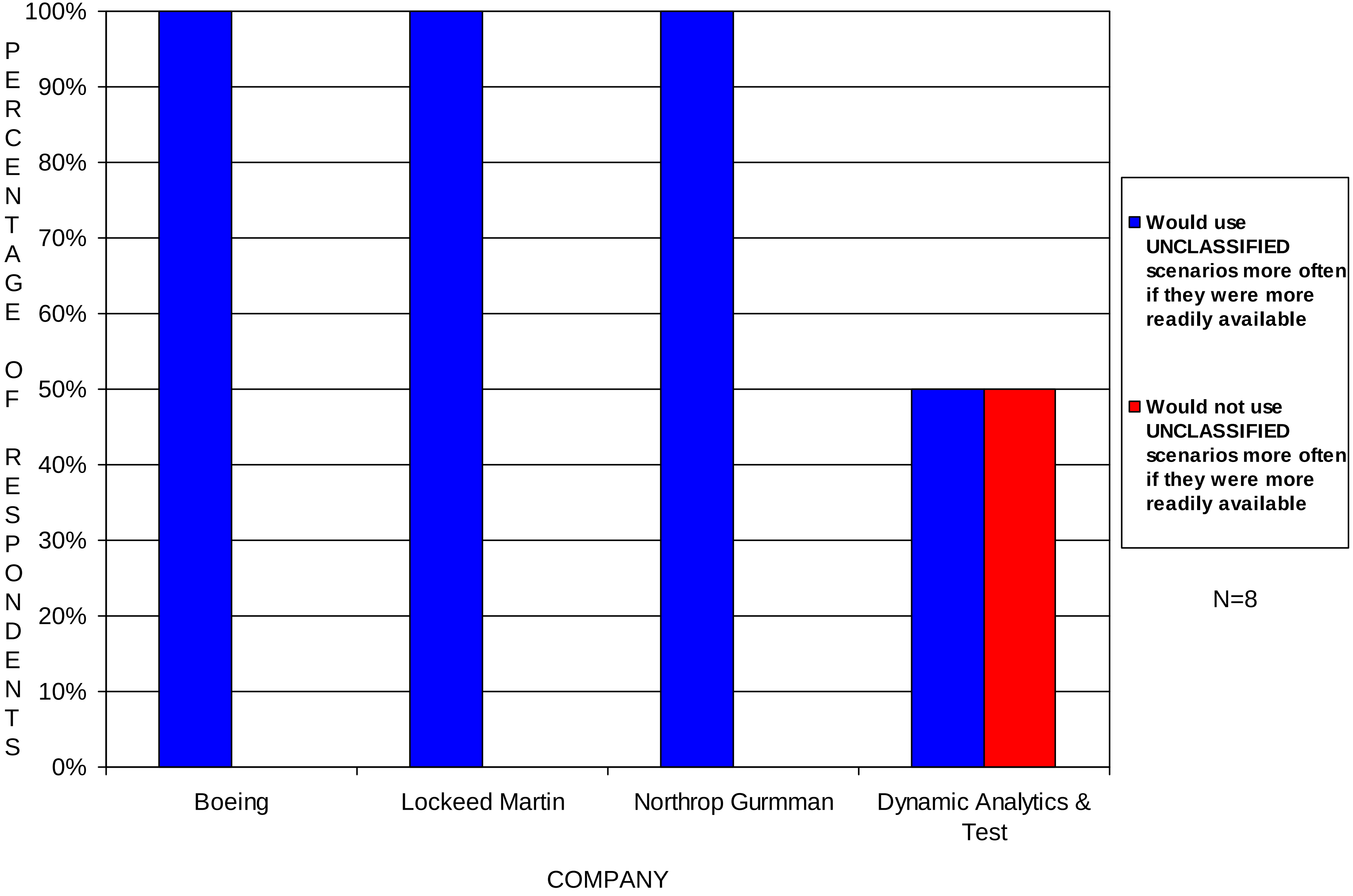


Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Industry Responses

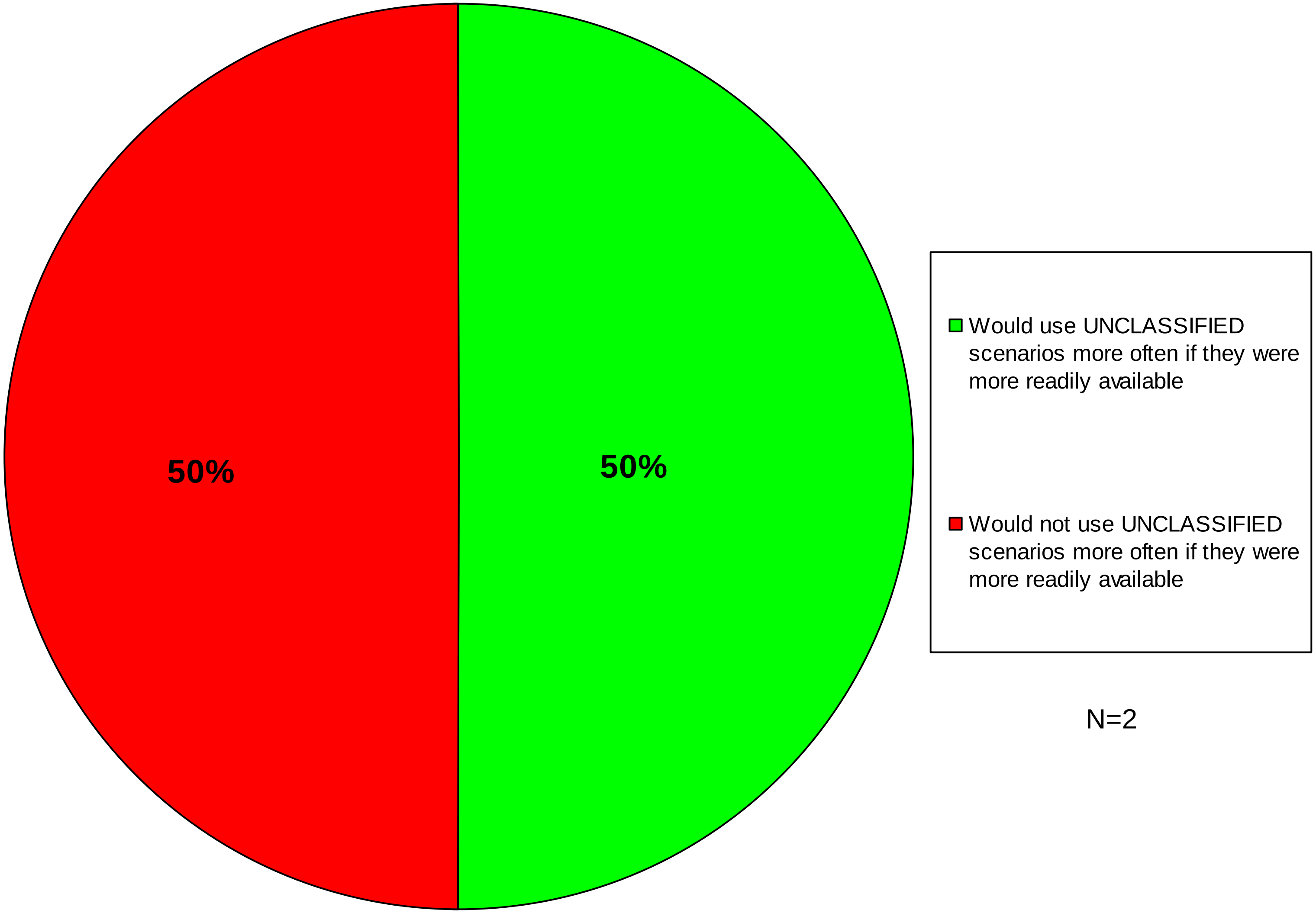


N=8

Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Industry Responses

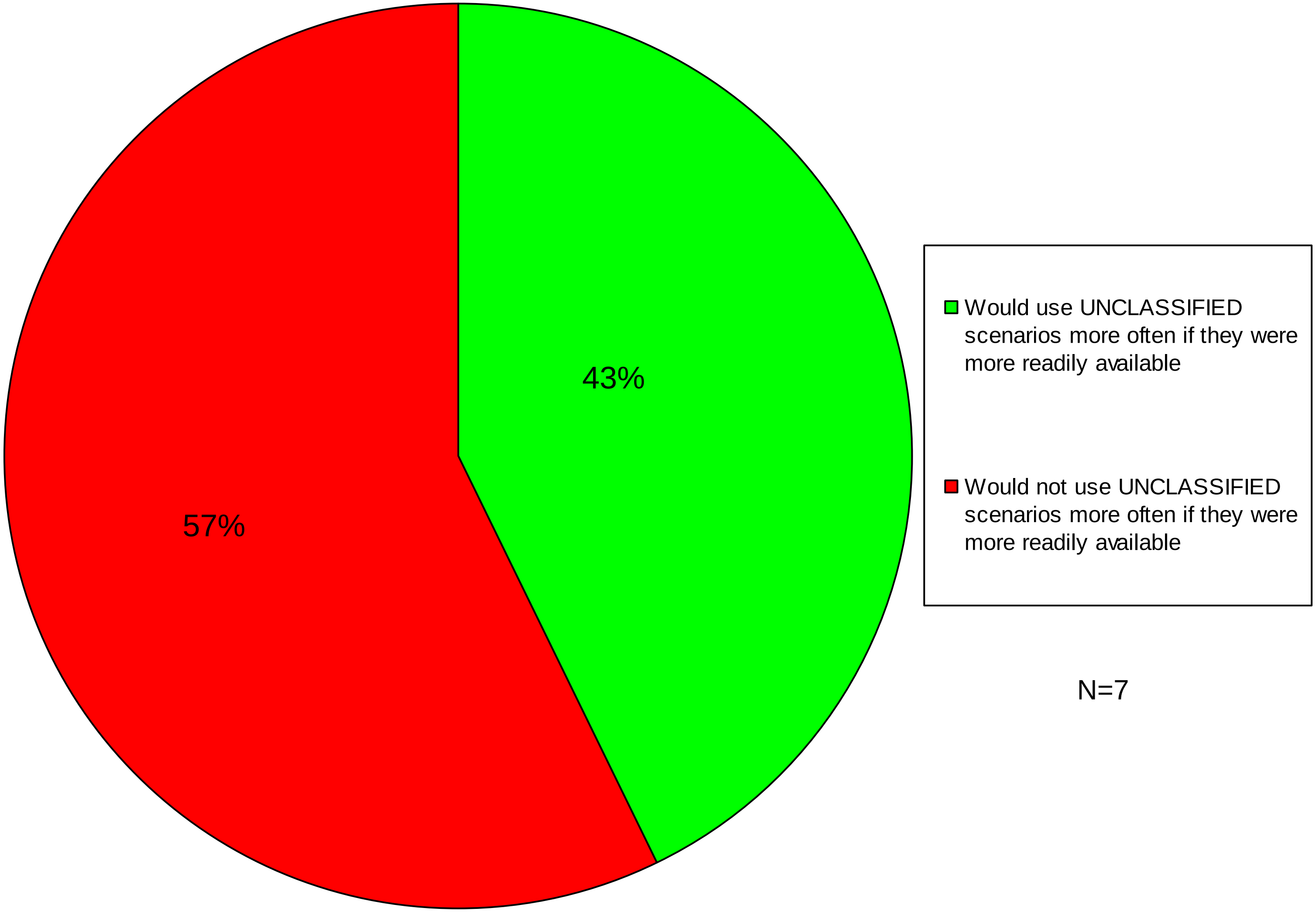


Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Interagency Responses

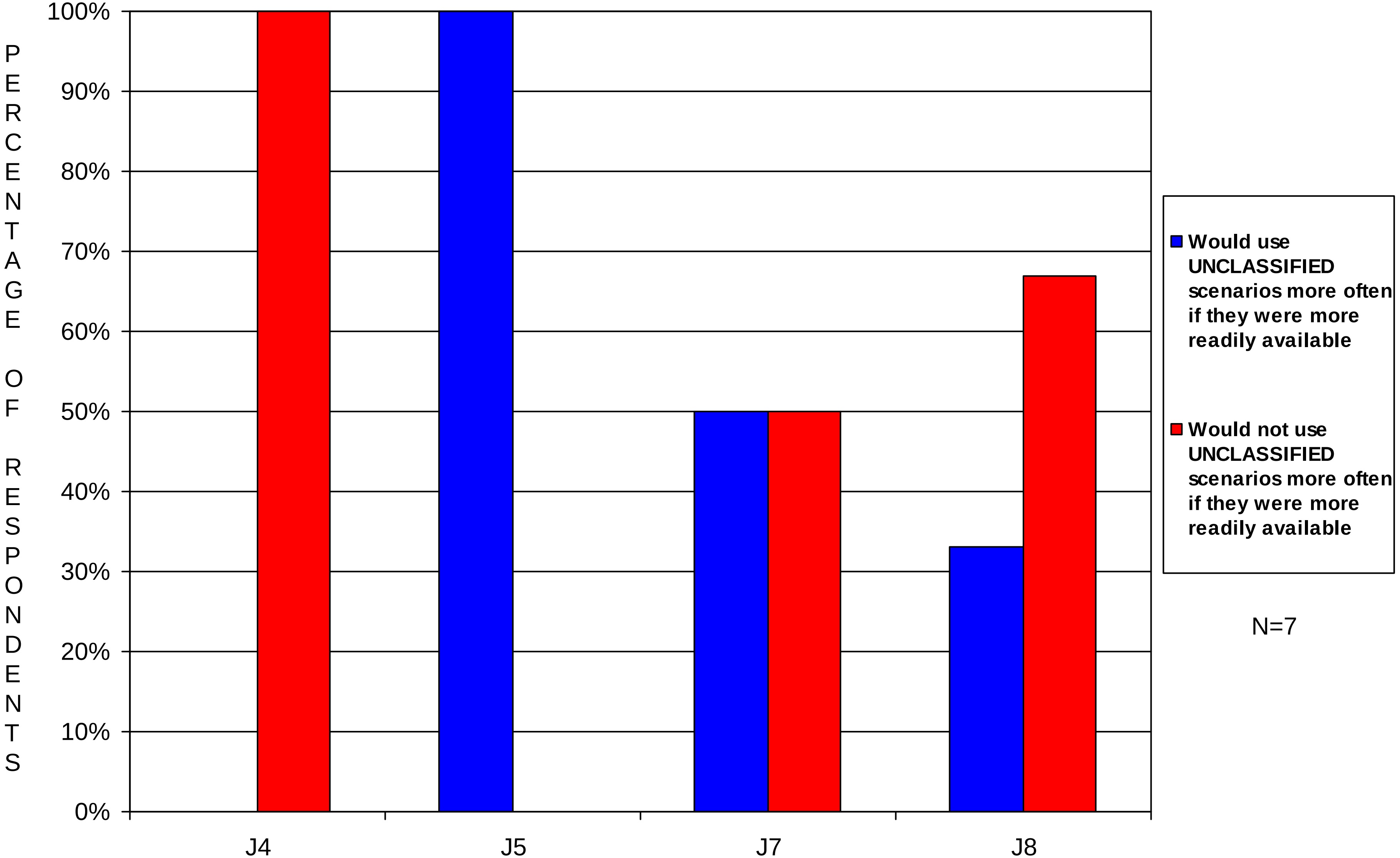


- The *only* Interagency responses were from the State Department

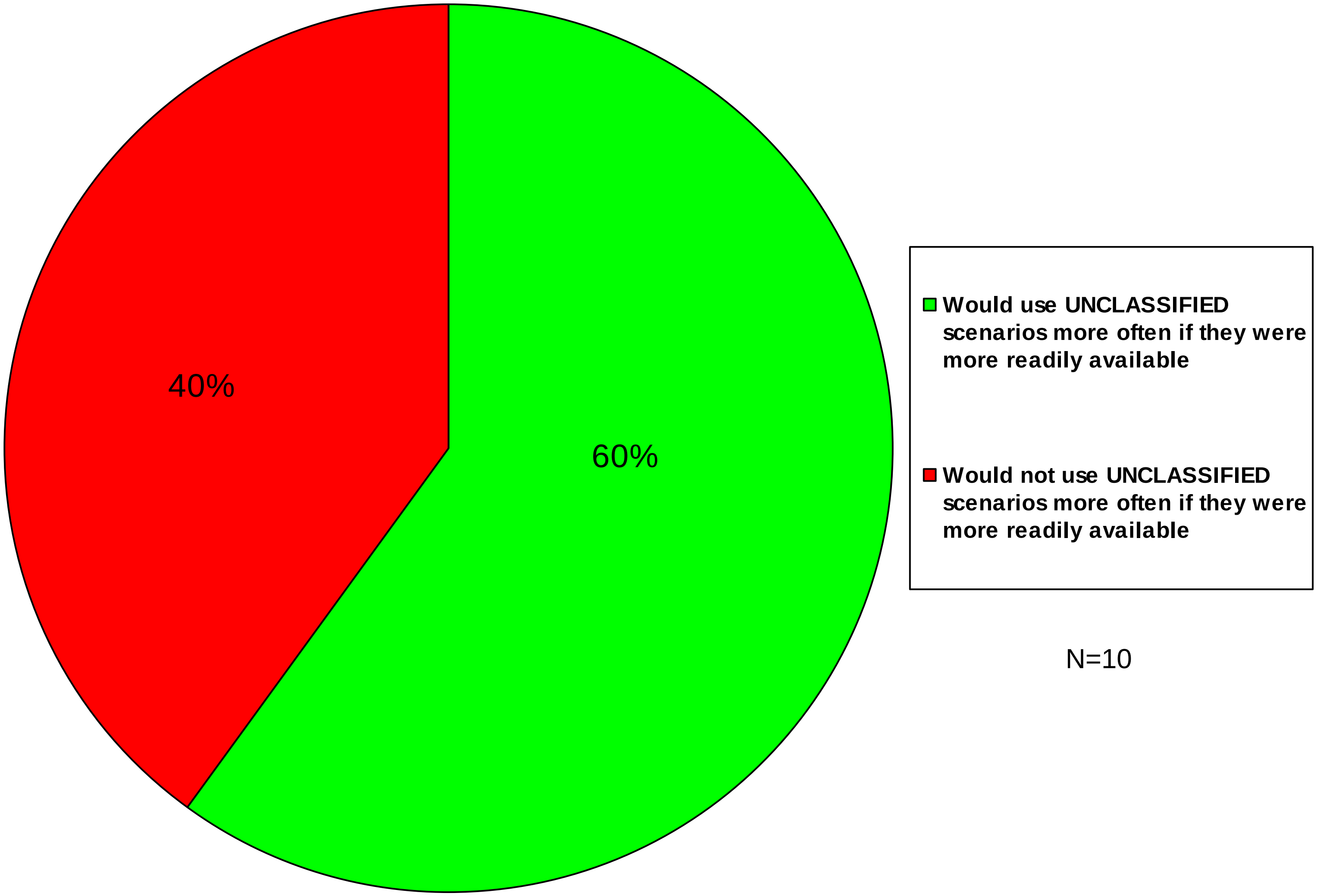
Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Joint Staff Responses



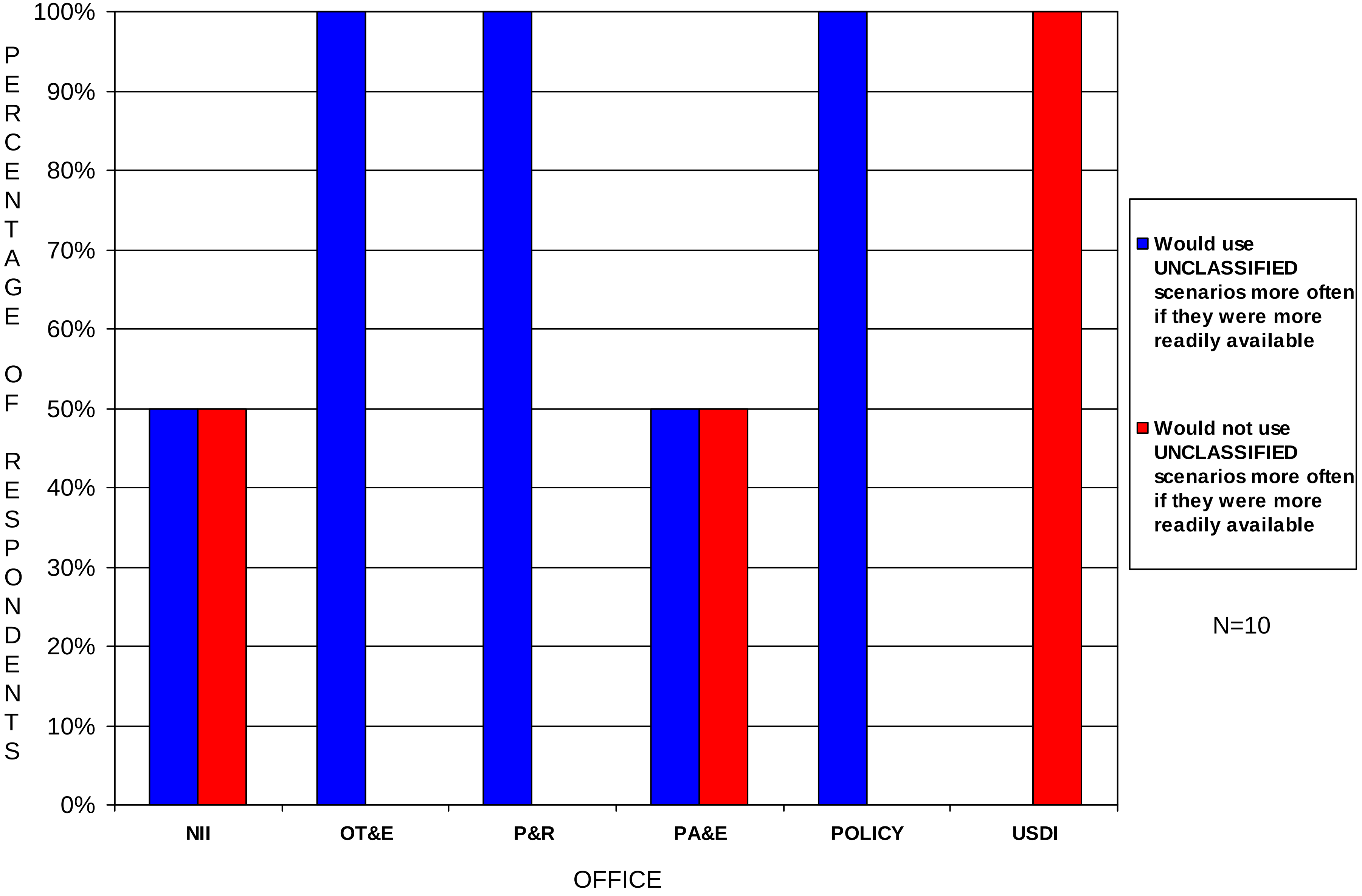
Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Joint Staff Responses



Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of OSD Responses



Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of OSD Responses

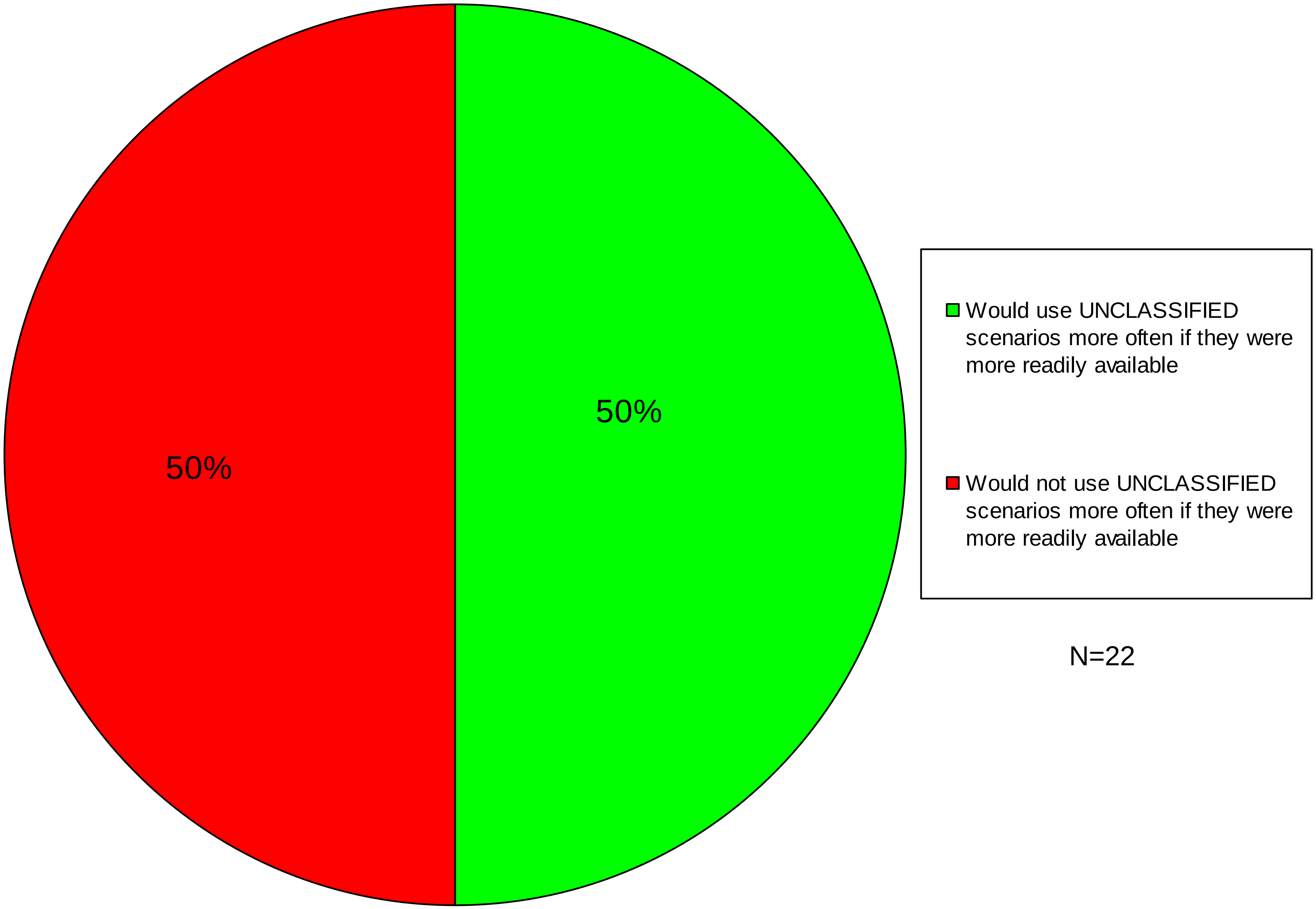


N=10

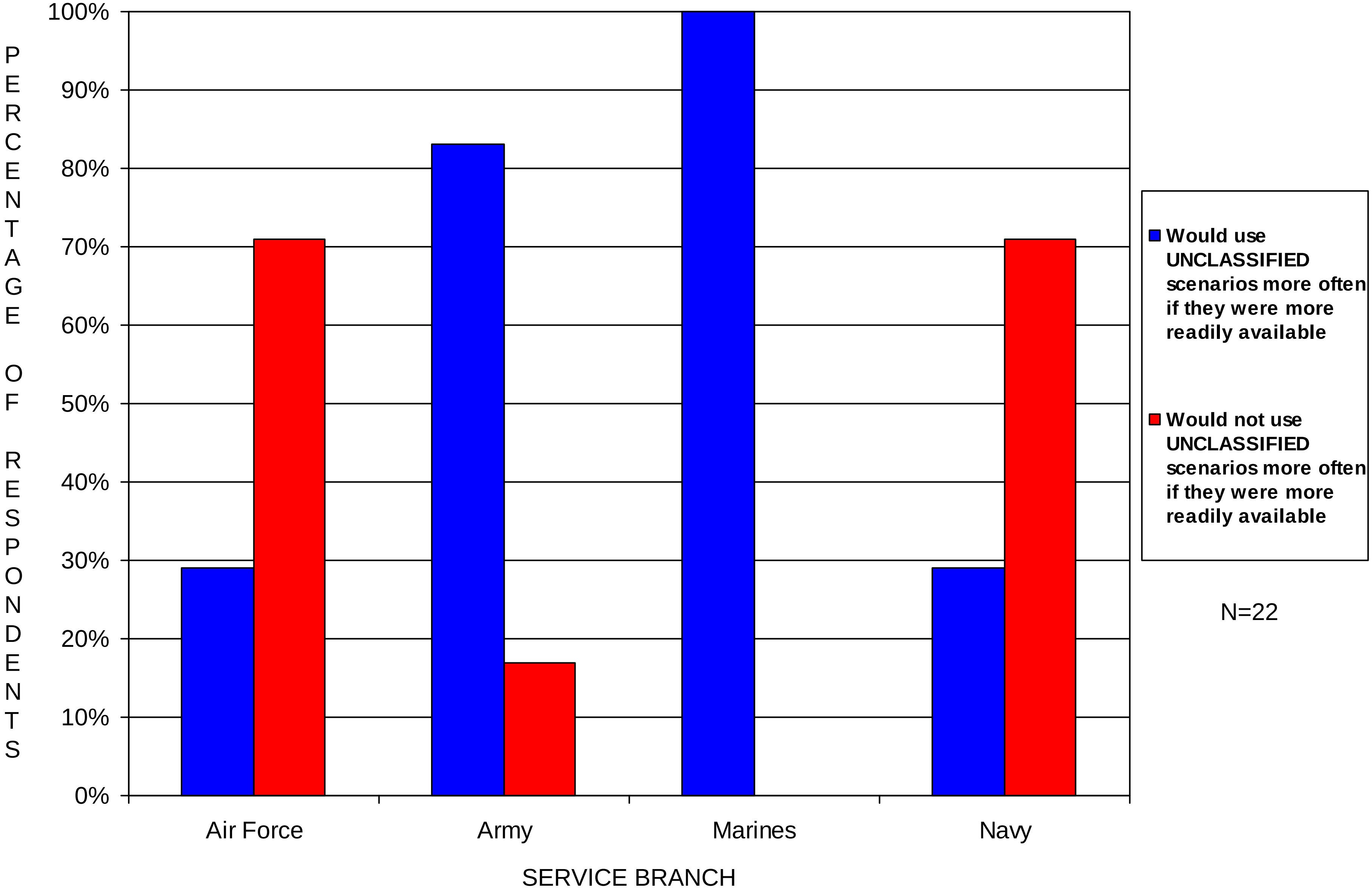
Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of “Other” Organization’s Responses

- *All* “Other” organizations indicated that they *would* use UNCLASSIFIED scenarios more often if they were more readily available

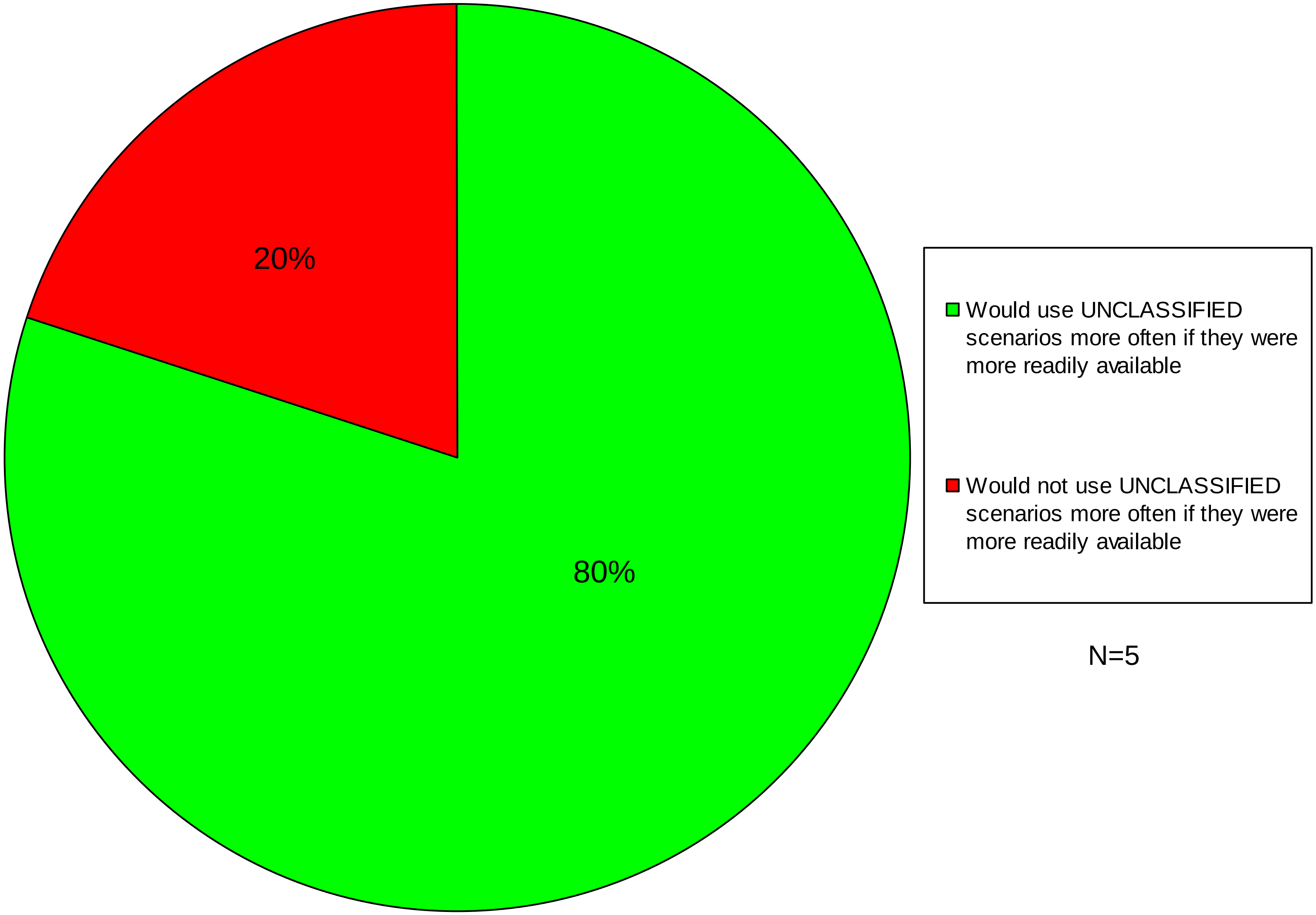
Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Service Responses



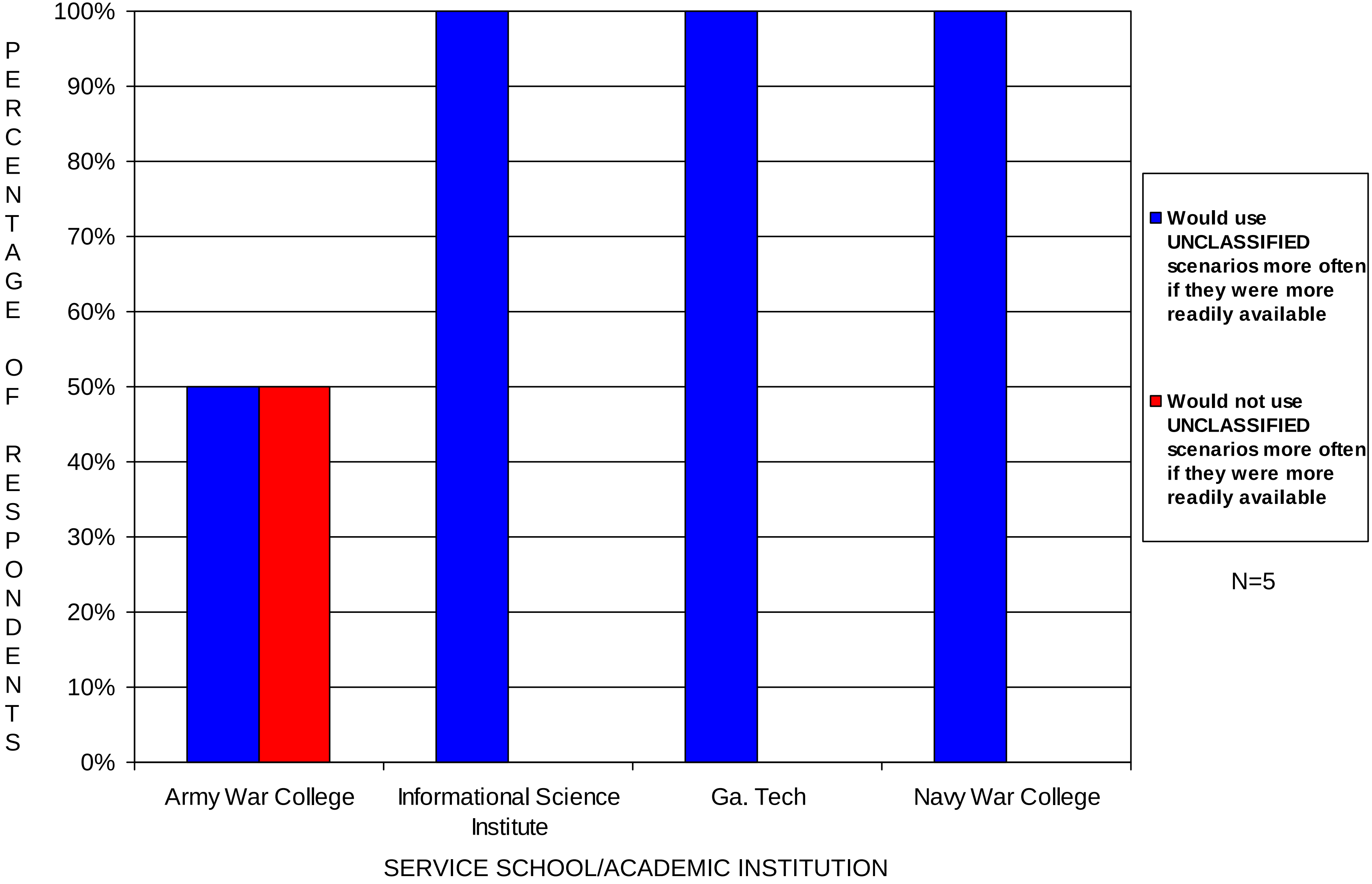
Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Service Responses



Question #4: Potential *UNCLASSIFIED* Scenario Use –Breakdown of Service Schools/Academia Responses



Question #4: Potential *UNCLASSIFIED* Scenario Use – Breakdown of Service Schools/Academia Responses



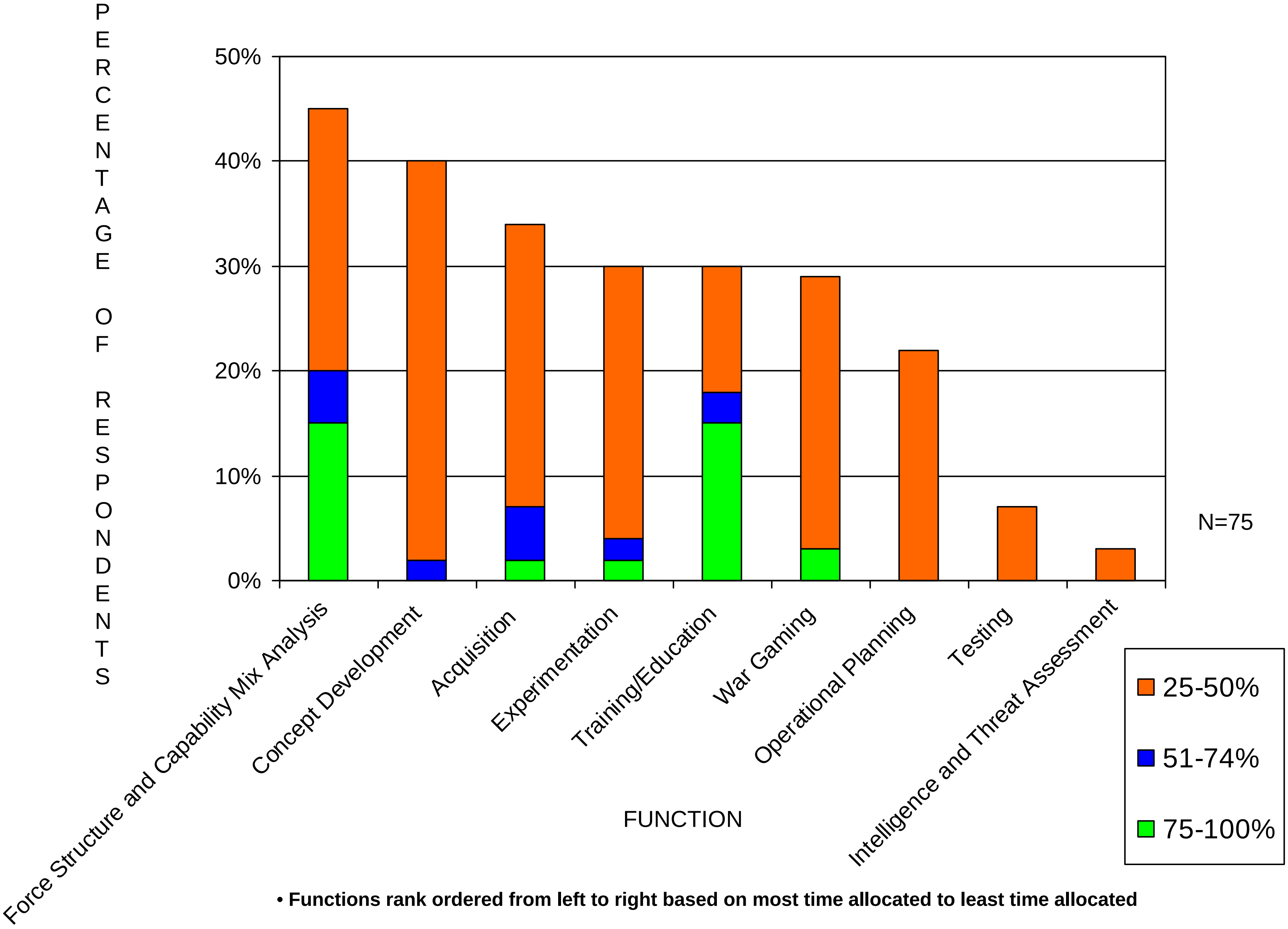
Question #5
Aggregate Graphs

N = 75

Question: Estimate what percentage of your organization's total time (not to exceed 100%) is devoted to the functions listed below: Force Structure & Capability Mix Analysis, Acquisition, Concept Development, Experimentation, War Gaming, Training/Education, Testing, Intelligence & Threat Assessment, Operational Planning.

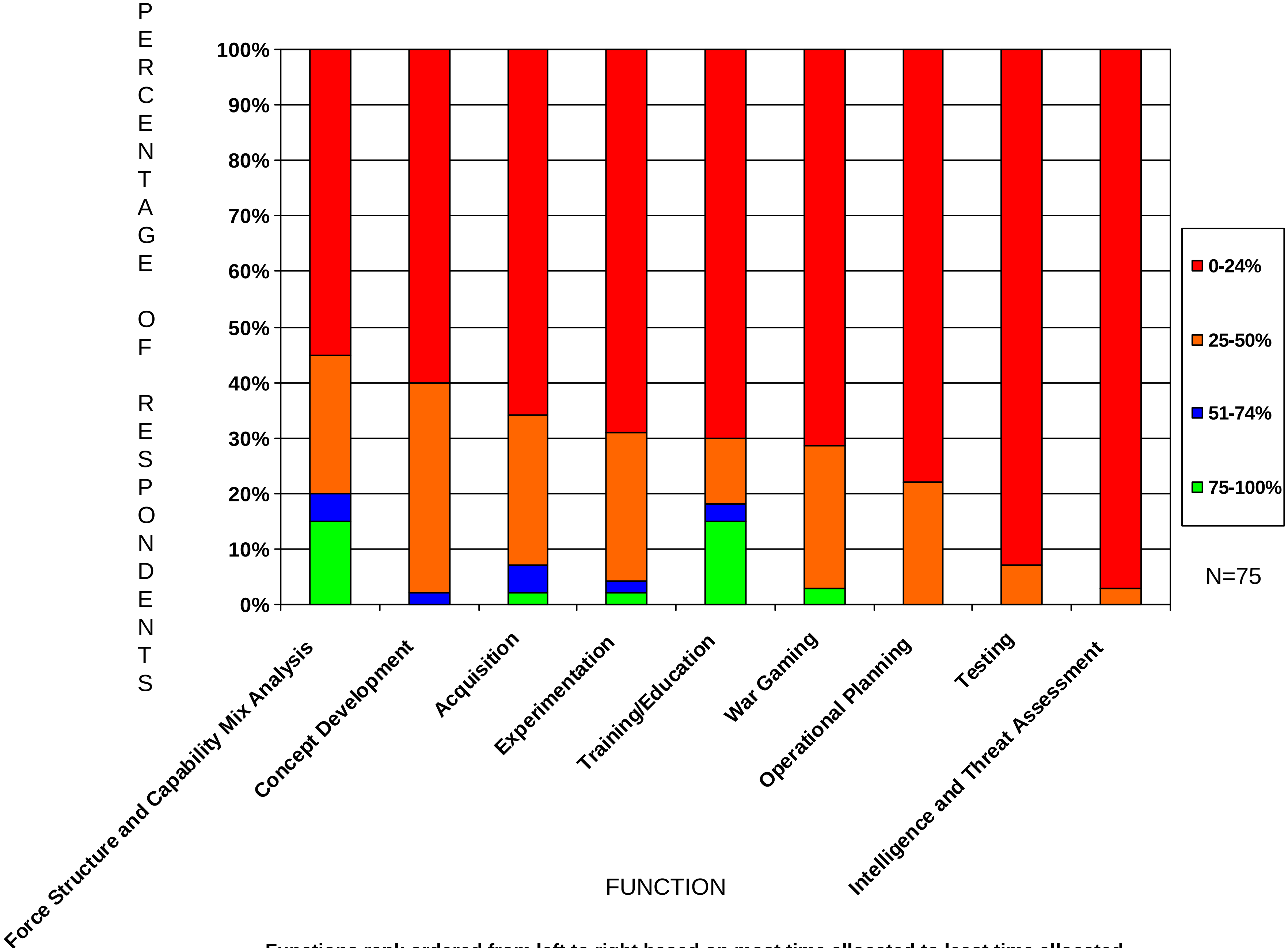
- Respondents were able to choose more than one answer; percentages will exceed 100

Question #5: Respondents’ Time Allocation by Function



• **Functions rank ordered from left to right based on most time allocated to least time allocated**

Question #5: Respondents' Time Allocation by Function



- **Functions rank ordered from left to right based on most time allocated to least time allocated**

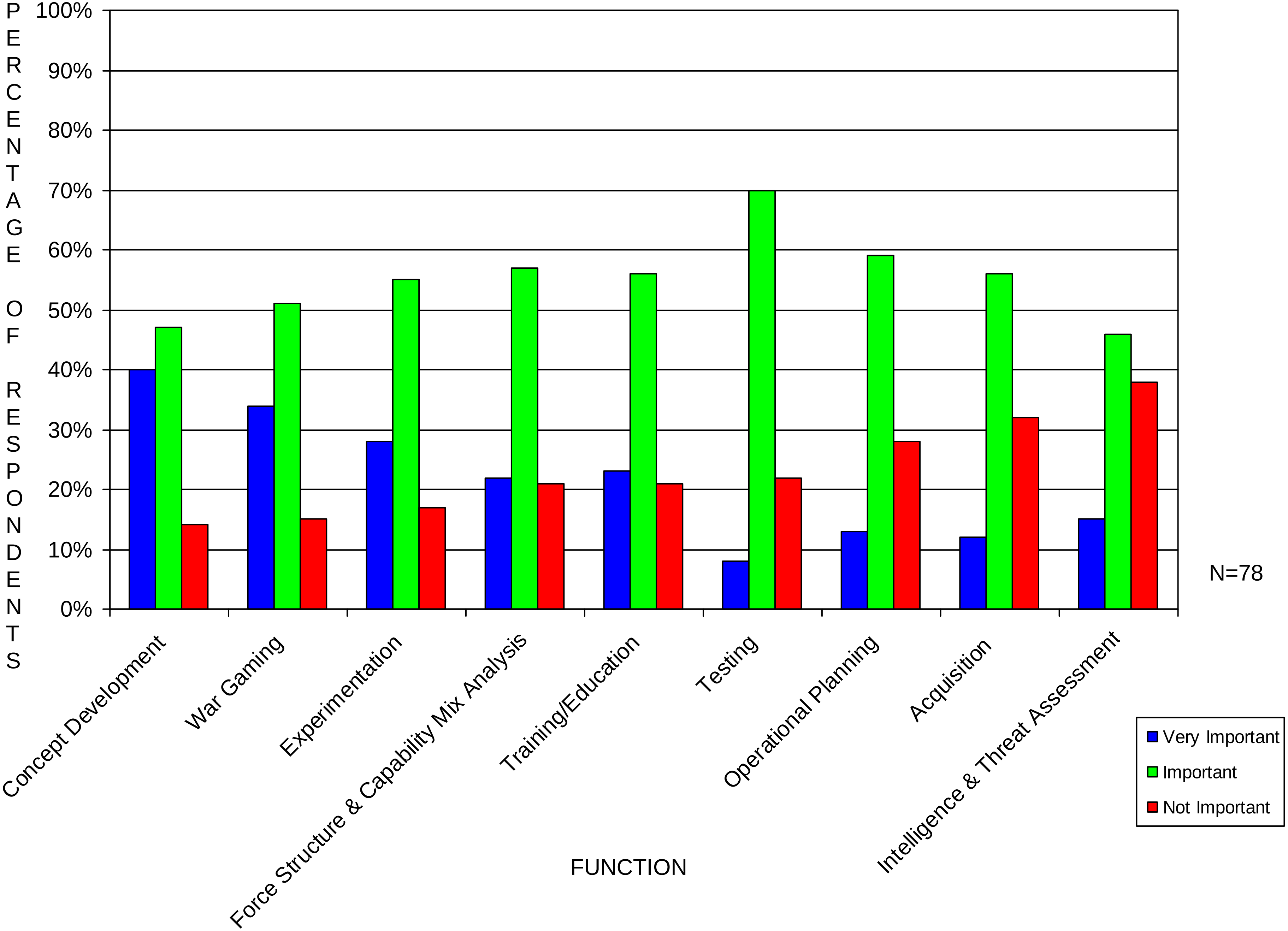
Question #6

Aggregate Graphs

N = 78

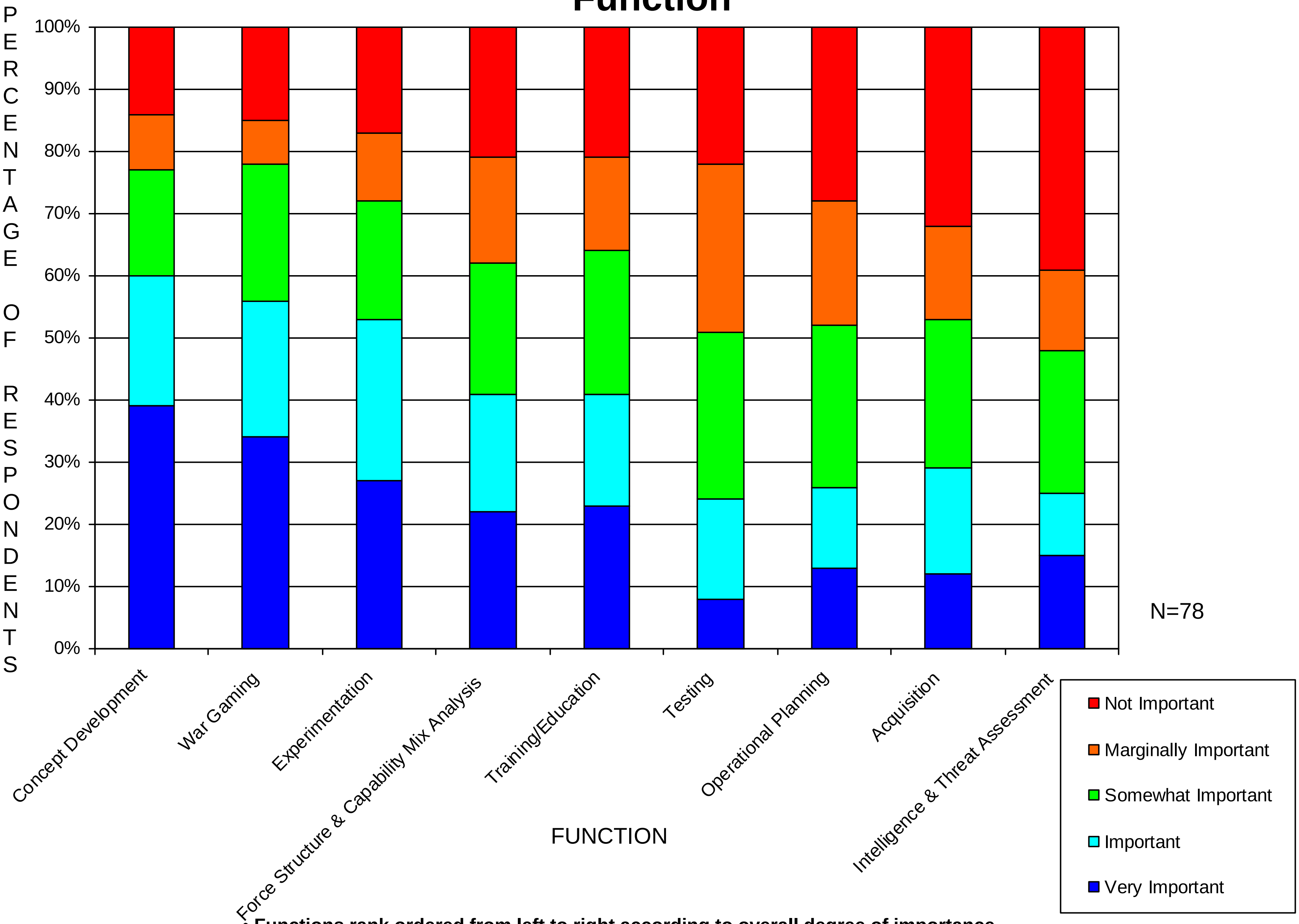
Question: Judge how important UNCLASSIFIED scenarios are for the functions that your organization performs: Force Structure & Capability Mix Analysis, Acquisition, Concept Development, Experimentation, War Gaming, Training/Education, Testing, Intelligence & Threat Assessment, Operational Planning.

Question #6: Importance of UNCLASSIFIED Scenario Use by Function



- **Functions rank ordered from left to right according to overall degree of importance**

Question #6: Degree of Importance for UNCLASSIFIED Scenario Use by Function



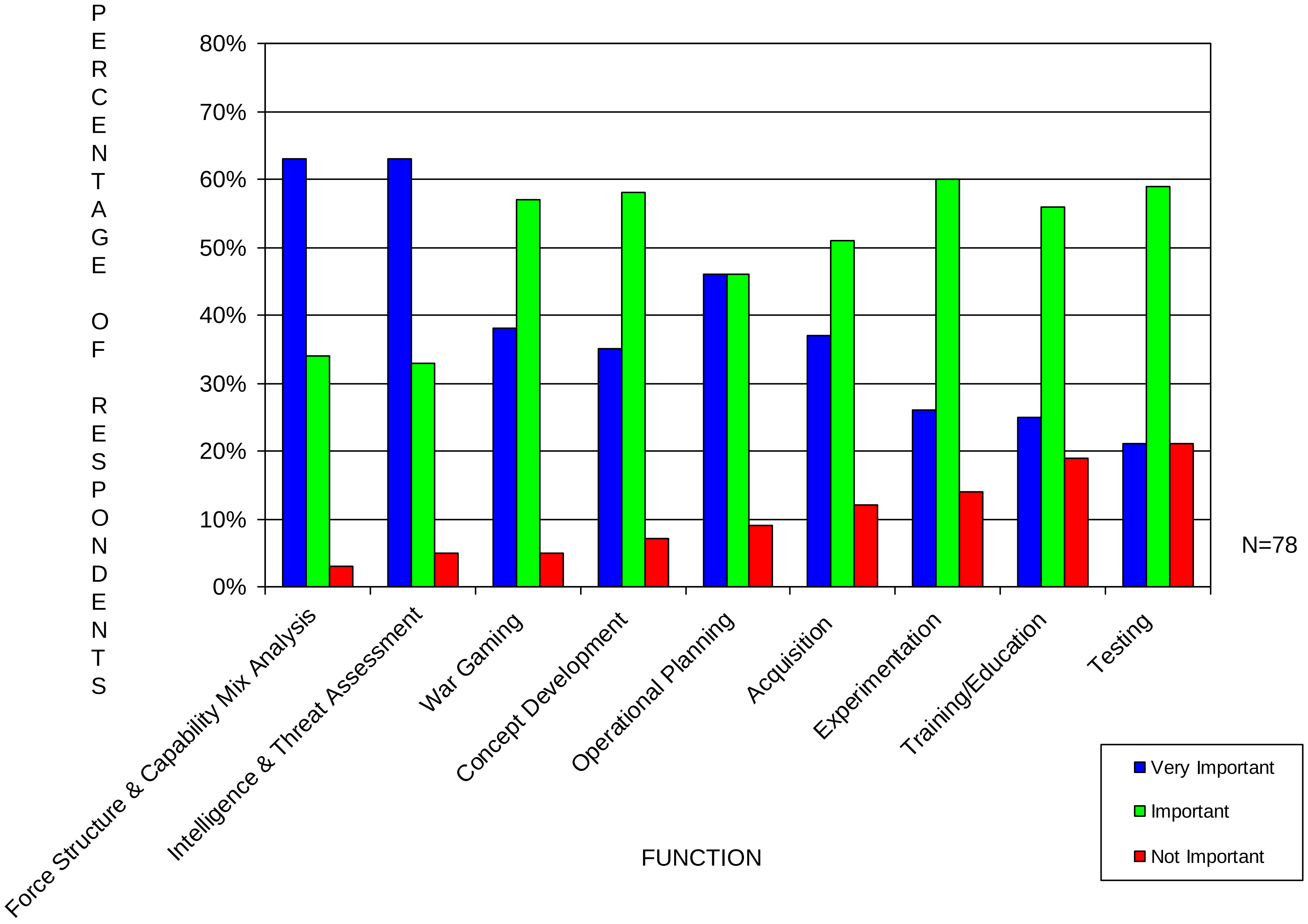
- **Functions rank ordered from left to right according to overall degree of importance**

Question #7
Aggregate Graphs

N = 78

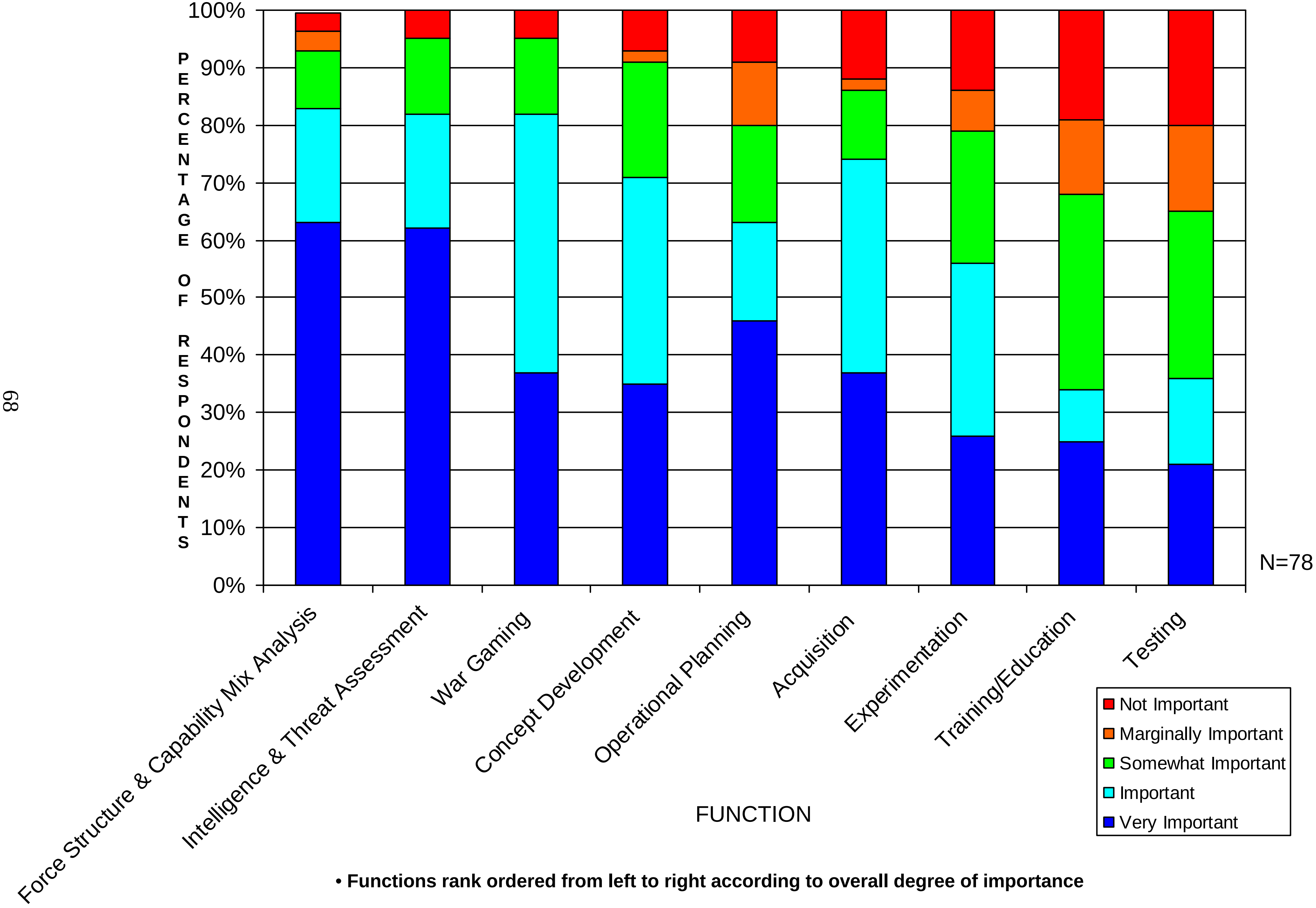
Question: Judge how important CLASSIFIED scenarios are for the functions your organization performs: Force Structure & Capability Mix Analysis, Acquisition, Concept Development, Experimentation, War Gaming, Training/Education, Testing, Intelligence & Threat Assessment, Operational Planning.

Question #7: Importance of CLASSIFIED Scenario Use by Function



- **Functions rank ordered from left to right according to overall degree of importance**

Question #7: Degree of Importance for CLASSIFIED Scenario Use by Function



- **Functions rank ordered from left to right according to overall degree of importance**

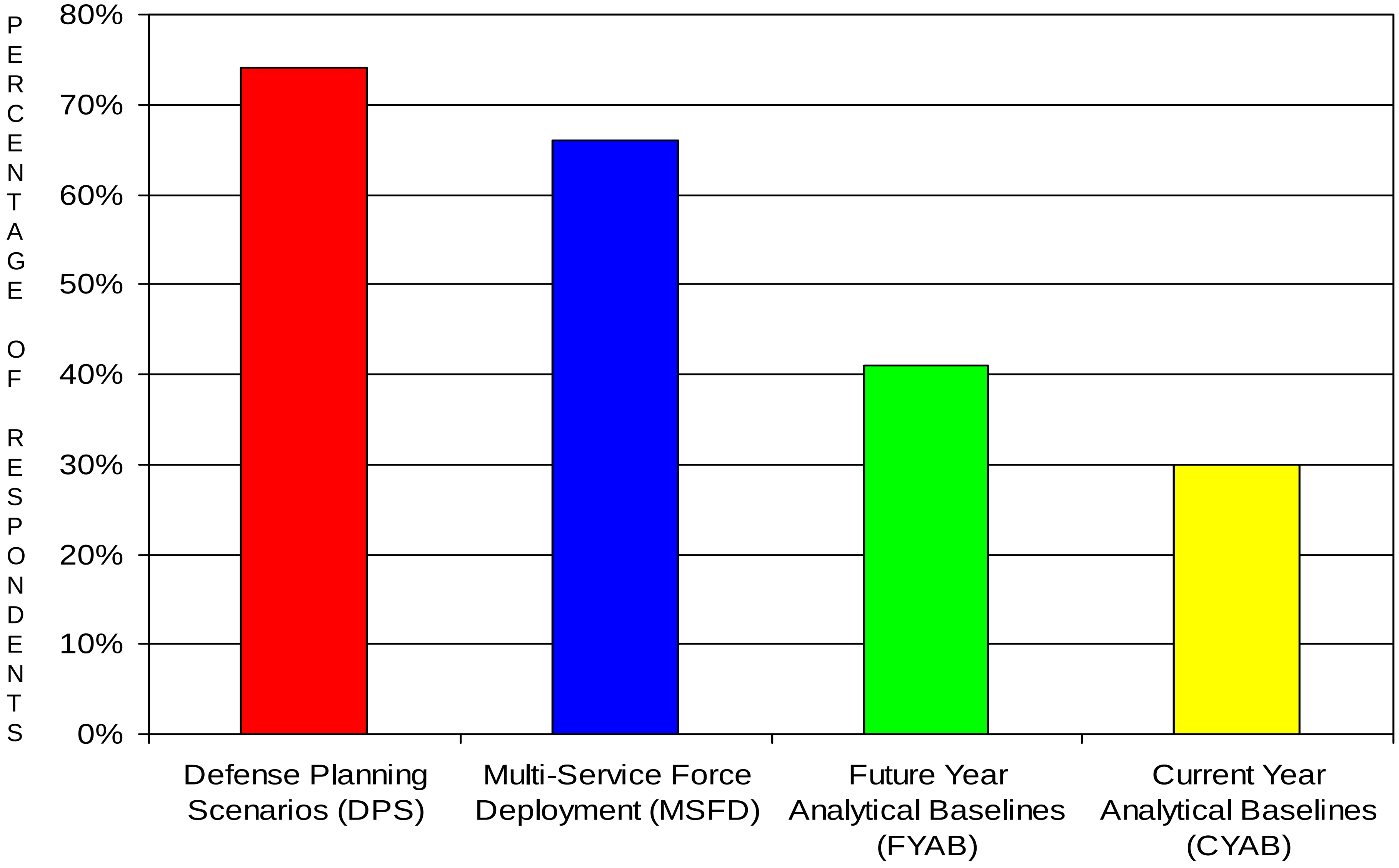
Question #8
Aggregate Graphs

N = 74

Question: Which CLASSIFIED scenario types does your organization typically use? Defense Planning Scenarios (DPS) produced by OSD Policy, Multi-Service Force Deployment (MSFD) Scenarios from the Joint Staff (J8), Future Year Analytical Baselines (FYAB) from PA&E, Current Year Analytical Baselines (CYAB) from the Joint Staff and COCOMs.

- Respondents were able to choose more than one answer; percentages will exceed 100

Question #8: CLASSIFIED Scenario Set Use



- **Respondents were able to choose more than one answer; percentages will exceed 100**

N=74

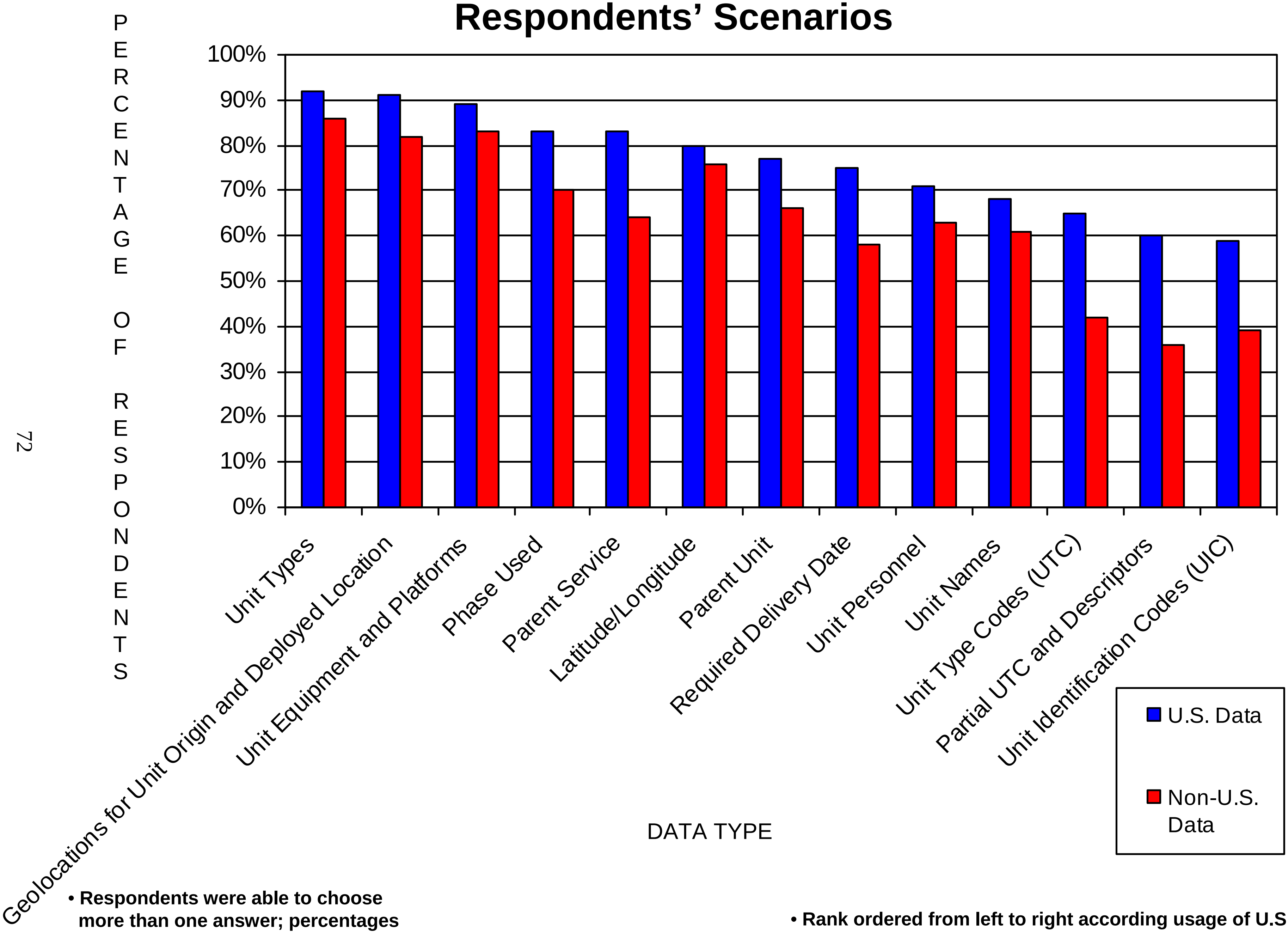
Question #9
Aggregate Graphs

N = 76

Question: Select from the list below the type of data you require for both U.S. and Non-U.S. forces in your scenarios. Select all that apply: Unit Types, Unit Names, Unit Type Codes (UTC), Unit Identification Codes (UIC), Partial UTC and Descriptors, Unit Equipment & Platforms, Unit Personnel, Geolocations for Unit Origin and Deployed Location, Latitude/Longitude, Parent Service, Parent Unit, Phase Used, Required Delivery Date

- Respondents were able to choose more than one answer; percentages will exceed 100

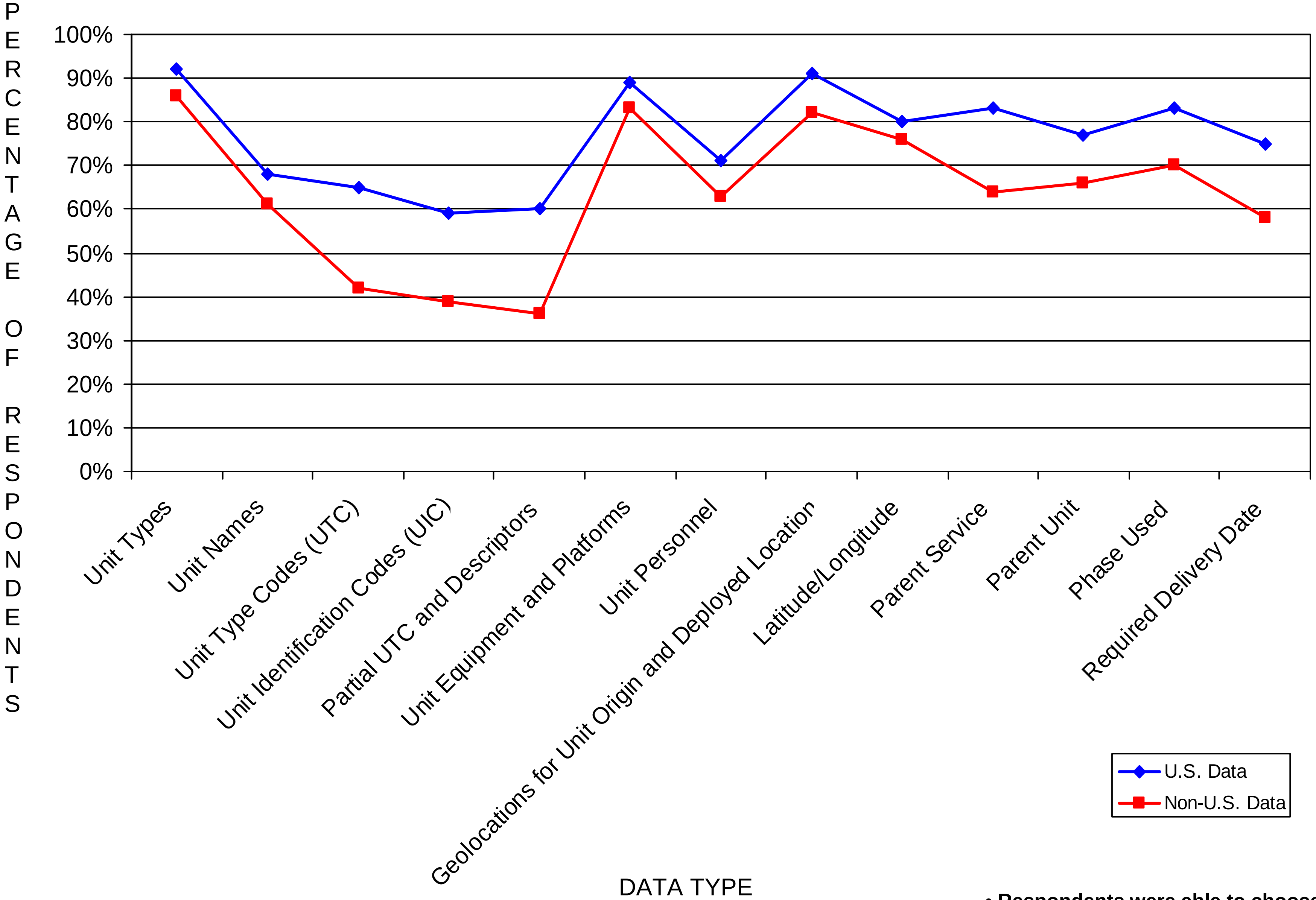
Question #9: Data Requirements for Both U.S. and Non-U.S. Forces in Respondents' Scenarios



- **Respondents were able to choose more than one answer; percentages will exceed 100**

- **Rank ordered from left to right according usage of U.S. Data**

Question #9: Data Requirements for Both U.S. and Non-U.S. Forces in Respondents' Scenarios



- **Respondents were able to choose more than one answer; percentages will exceed 100**

Question #10

Lists

N = 59

Question: Please identify the MAIN source of U.S. and non-U.S. forces data for both CLASSIFIED and UNCLASSIFIED scenarios.

Question #10: Sources of U.S. Force Data for UNCLASSIFIED Scenarios

- APDF
- Aviation Weekly & Space Technology FAS
- COCOMs
- Coordination
- Defense Planning Scenarios
- DoD web sites and fact sheets
- GAO reports
- GlobalSecurity.org
- IISS Strategic Balance
- Imagination/”Made up”
- Jane's Defence Weekly
- JFAST
- Joint Experimentation partners
- Liaison with Service staffs
- M-force
- MMA DRM
- NATO partners
- ONA/Scenario ORBAT
- Open Source Literature (both on- and off-line)
- OPNAV staff
- OSD PA&E
- POM and plan
- RAND reports
- SASDT;
- Service programs
- Service Reps/SMEs
- Service unclassified webs
- Services reps
- Sponsor-recommended or required sources
- Textbooks
- TRADOC Force Design Directorate
- UK liaison officers
- US AMSAA databases
- US Naval War College War Gaming Department
- Wikipedia

Question #10: Sources of Non-U.S. Force Data for UNCLASSIFIED Scenarios

- Aviation Weekly & Space Technology
  TRISA
- COCOM
- COCOMS and Components
- DoD web sites and fact sheets
- Fas.org
- GAO reports
- GlobalSecurity.org,
- IISS Strategic Balance
- Imagination/“Made Up"
- Jane’s Defence Weekly
- JCOFA
- Joint Experimentation partners
- LNOs when data is shared
- MMA DRM
- NATO partners
- ONA/Scenario ORBAT
- Open Source literature (both on- and off-line)
- OSD PA&E
- Participating nations representatives
- Periscope
- RAND reports
- Services
- Sponsor-recommended or required sources and internal research
- Textbooks
- The nation
- TRADOC DCSINT
- TRADOC Intelligence Support Agency
- UK liaison officers,
- Wikepedia

Question #10: Sources of U.S. Force Data for CLASSIFIED Scenarios

- Australian Intelligence Community
- COCOMs, IA
- CRS
- DoD program offices
- DPS
- EWIR
- FFDB
- FYAB
- JDS
- JMEMS
- Joint Experimentation partners
- M-Force
- MMA DRM
- MSFD
- NATO documentation
- NATO partners
- OSD PA&E
- POM and plan
- Program STAR or TRD
- Provided by customer
- School houses
- Service components, program offices
- Services reps/SMEs
- Sponsor-recommended or required sources
- Subject Matter Experts
- TRADOC Force Design Directorate
- US AMSAA databases
- US Naval War College War Gaming Department and/or OPNAV staff
- Weapons systems contractors

Question #10: Sources of Non-U.S. Force Data for CLASSIFIED Scenarios

- Australian Intelligence Community
- CRS
- Customer-Specific
- DOD / Services
- DPS
- EWIR
- FYAB
- Intelligence Community
- Jane’s Defence Weekly
- JCOFA
- JDS
- LNOs when data is shared
- MMA DRM
- MSFD
- MSIC
- NASIC
- NGIC
- ONI
- OSD PA&E
- Participating nations representatives
- Program STAR or TRD
- SIPR sites
- Sources recommended or required by customer/sponsor
- Subject Matter Experts
- The nation
- TRADOC Intelligence Support Agency
- TRISA
- USA MSAA databases
- Wikepedia

Question #11
Lists

N = 41

Question: Provide the UNCLASSIFIED names of up to three UNCLASSIFIED scenarios (denote with (U)) and up to three CLASSIFIED scenarios (denote with (Z)) that your organization uses for the functions listed below: Force Structure and Capability Mix Analysis, Acquisition, Concept Development, Experimentation War Gaming, Training/Education, Testing, Intelligence and Threat Assessment, Operational Planning.

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Force Structure and Capability Mix Analysis

- Civil Support 2014(U)
- CONUS Scenario (U)
- DPS (Z)
- HD/CM (U)
- Home-grown scenarios
- Iran scenario (U)
- Korea Scenario (U)
- MCO-1 (U), (Z)
- MCO-1 Mid and Long Range (Z)
- MCO-1 SD 2014(Z)
- MCO-1 SD(Z)
- MCO-2 (U, (Z)
- MCO-2 Long Range (Z)
- MCO-2 SD(Z)
- MCO-3 (U), (Z)
- MCO-x (Z)
- MSFD Africa (Z)
- OPLAN 5026/5027
- PKO/HA/DR
- Positive Force (Z)
- SSSP/ISP(Z)
- SWA 10 (Z)
- SWA 11 (Z)
- Multi-Level Scenario Build 1 (U)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Acquisition

- DPS
- Generic Composite Scenario (Z)
- MCO-1 (Z)
- MCO-1 Mid and Long Range (Z)
- MCO-2 (Z)
- MCO-2 2024 (Z)
- MCO-2 Long Range (Z)
- MCO-3 (Z)
- MMA DRM (U)
- MMA DRM (Z)
- MSFD Africa (Z)
- Northeast Asia (NEA) 5 (Z)
- SSSP (Z)
- SWA 11 (Z)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Concept Development

- Caspian 2.2 (Z)
- China/Taiwan (U)
- DPS
- GAAT (U)
- Iran Scenario (U)
- MCO-1 (Z)
- MCO-2 (Z)
- MCO-3 (Z)
- MCO-x (Z)
- MLS Build 1 (U)
- MSFD
- Multi-level Scenario (MLS) (U)
- Project Horizon scenarios
- SSSP (Z)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Experimentation

- DPS (Z)
- GAAT (U)
- Gulf of Guinea (JEFX 08 and Austere Challenge 08) (U)
- Iraq JICM Scenario (U)
- Korea (JEFX 06) (U)
- MCO-1(Z)
- MCO-2(Z)
- MCO-3(Z)
- MLS Build 1 (U)
- Multi-level Scenario (MLS) (U)
- RIMPAC/Trident Warrior 08 (U)
- SWA 10 (Z)
- Unified Engagement & Futures Game Scenarios (U)
- UR 2015 (U)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for War Gaming

- 7 Track (U)
- ADEX (U)
- Africa (Z)
- Compartmentalized Scenarios (Z)
- DPRK (U)
- DPS (Z)
- Futures Game Scenarios (U)
- GWOT
- HD/CM (U)
- Iran scenario (U)
- Iraq Scenario (U)
- MCO-1
- MCO-2
- MCO-3 (U)
- MCO-x (Z)
- MLS Build 1 (U)
- MSFD (Z)
- OPLAN 5026/5027
- Project Horizon Scenarios (U)
- Ring (U)
- SSSP (Z),
- Unified Engagement 04,06,08

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Training/Education

- Caucasus (U)
- Cuba (U)
- Horn of Africa (U)
- Indonesia (U)
- Iran (U)
- Middle East (U)
- North Africa (U)
- Positive Response (Z)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Testing

- C/DIT (Z)
- Iraq JICM Scenario (U)
- Locally Produced Vignette (U)
- MMA DRM (U)
- MMA DRM (Z)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Intelligence and Threat Assessment

- Africa (Z)
- CONUS Scenario (U)
- Eligible Receiver (Z)
- Iran scenario (U)
- Iraq Scenario (U)
- MCO-1 (Z)
- MCO-2 (Z)
- MCO-3 (Z)
- NEA(Z)
- OPLAN 5026/5027
- PKO
- South America 1.0 (Z)
- SWA 10 (Z)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #11: UNCLASSIFIED Names of UNCLASSIFIED and CLASSIFIED Scenarios Used for Operational Planning

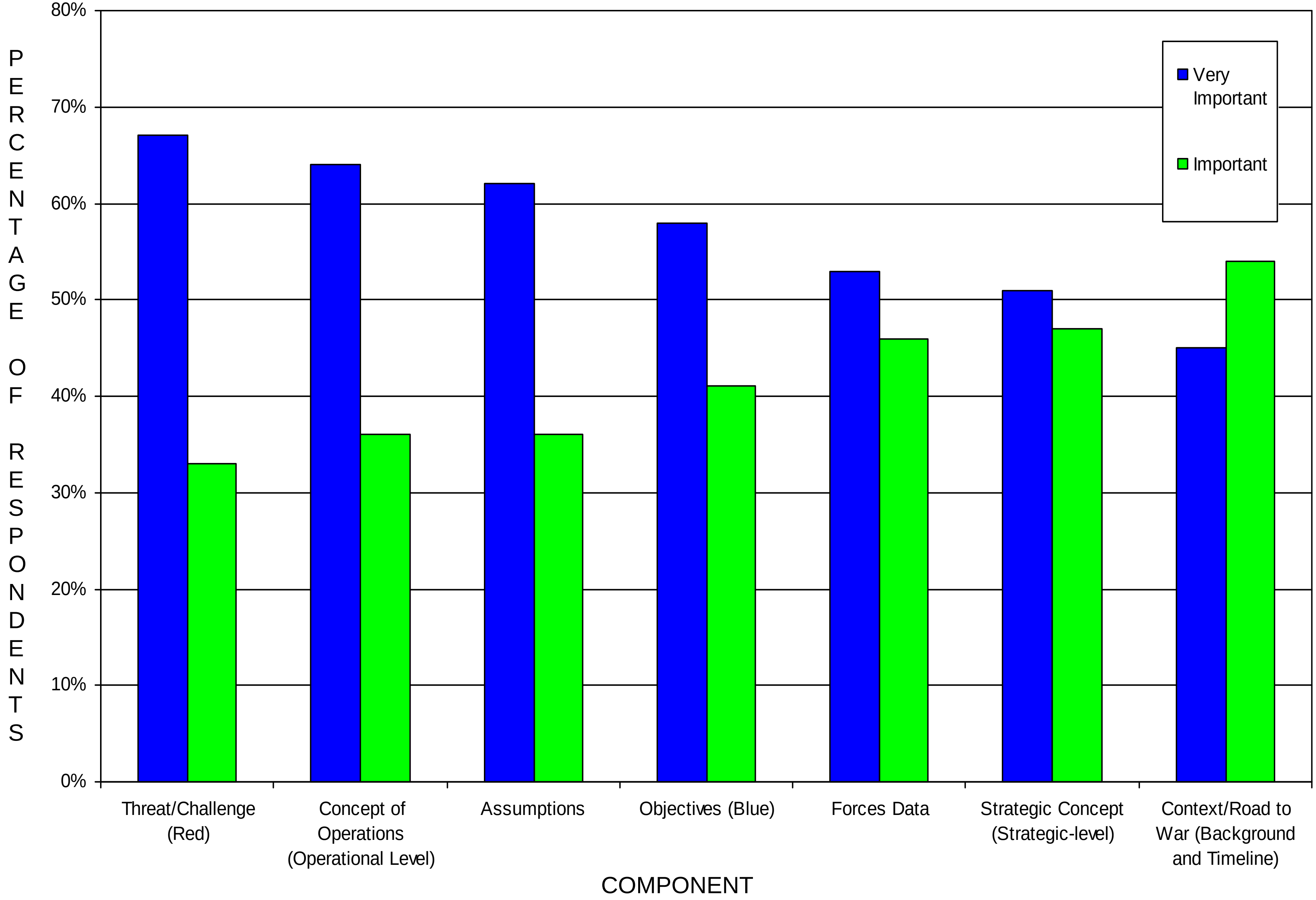
- Africa (Z)
- Borneo (U)
- DPS (Z)
- Iran scenario (U)
- MCO-1 (Z)
- MCO-2 (Z)
- MCO-3 (Z)
- NEA (Z)
- OPLAN 5026/5027
- Other Compartmentalized Scenarios (Z)
- PKO
- SSSP/ISP (Z)

- (U) denotes UNCLASSIFIED Name of UNCLASSIFIED Scenario
- (Z) denotes UNCLASSIFIED Name of CLASSIFIED Scenario

Question #12
Aggregate Graphs
N = 77

Question: Indicate how important each scenario component listed below is to your organization's activities: Assumptions, Context/Road to War, Threat/Challenge (Red), Objectives (Blue), Strategic Concept, Concept of Operations, Forces Data.

Question #12: Importance of Scenario Components

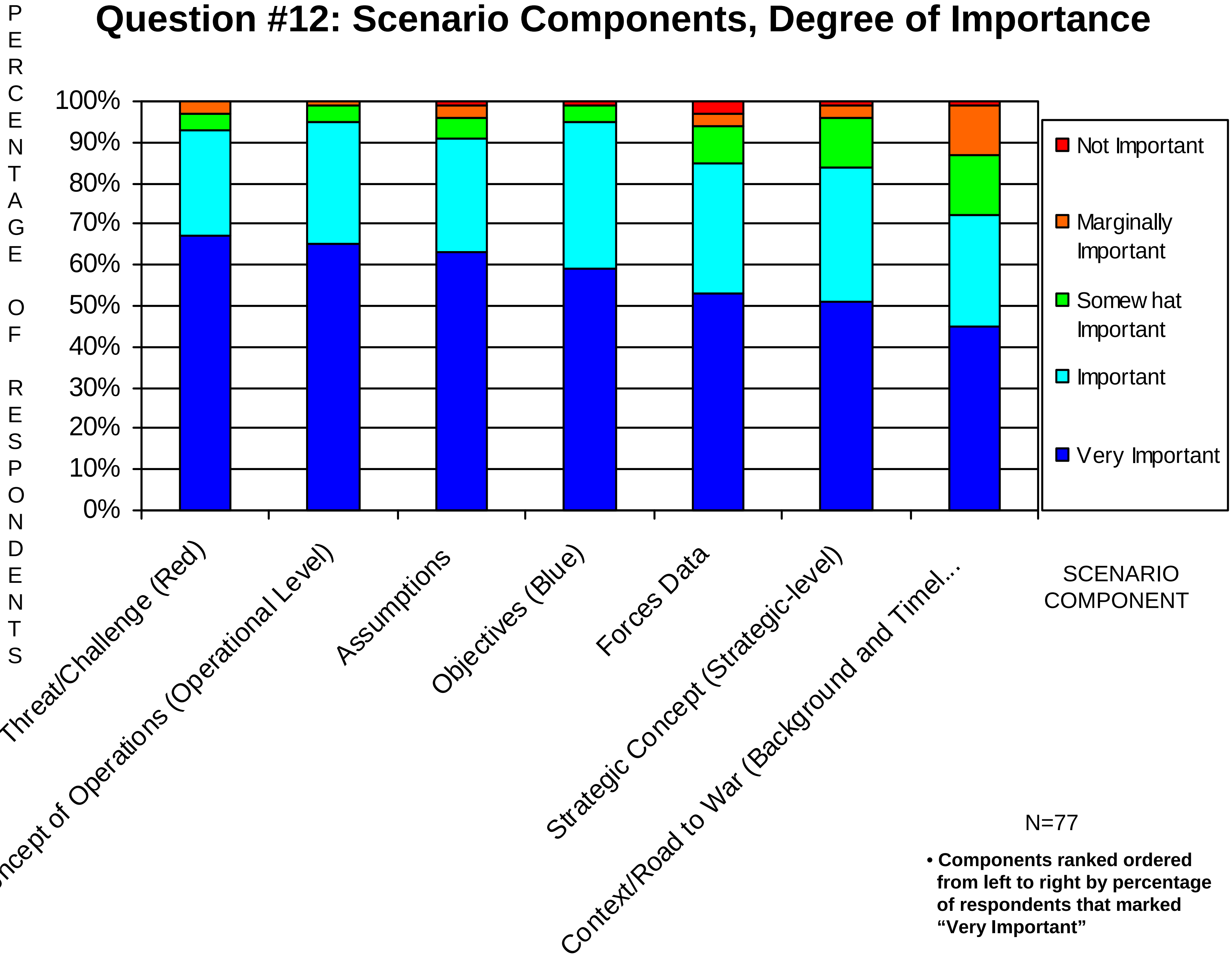


N=77

- **Components ranked ordered from left to right by percentage of respondents that marked "Very Important"**

- **Data may not equal 100% due to rounding**

Question #12: Scenario Components, Degree of Importance



N=77

- **Components ranked ordered from left to right by percentage of respondents that marked "Very Important"**

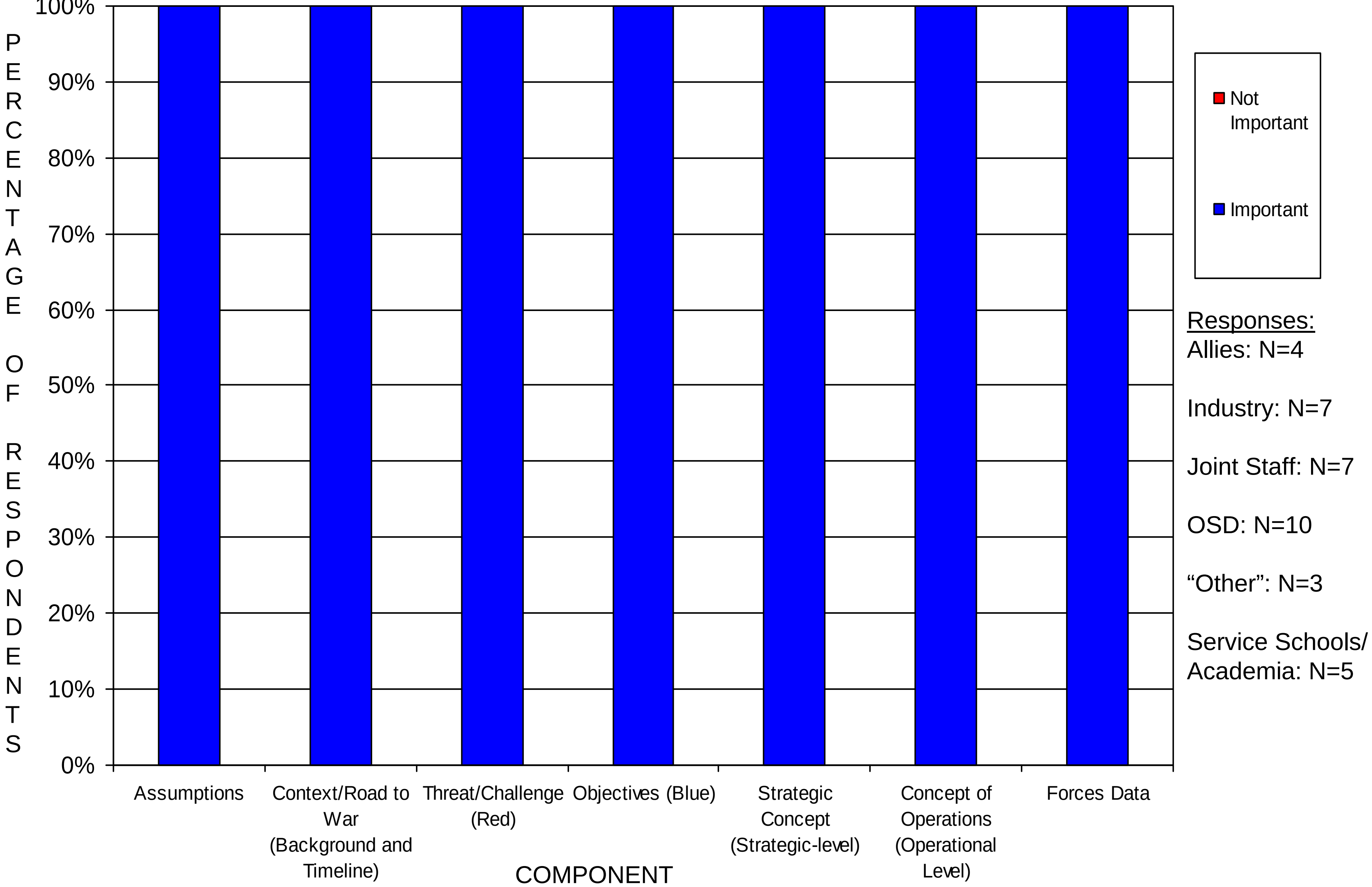
Question #12
Organizational Graphs

N = 77

Question: Indicate how important each scenario component listed below is to your organization's activities: Assumptions, Context/Road to War, Threat/Challenge (Red), Objectives (Blue), Strategic Concept, Concept of Operations, Forces Data.

Question #12: Importance of Scenario Components – Allied, Industry, Joint Staff, OSD, “Other”, and Service School/Academia Responses

- *__All__* of the above actors indicated that *__each__* of scenario components list below were *__IMPORTANT__* to their organizations’ activities.



__Responses:__
Allies: N=4

Industry: N=7

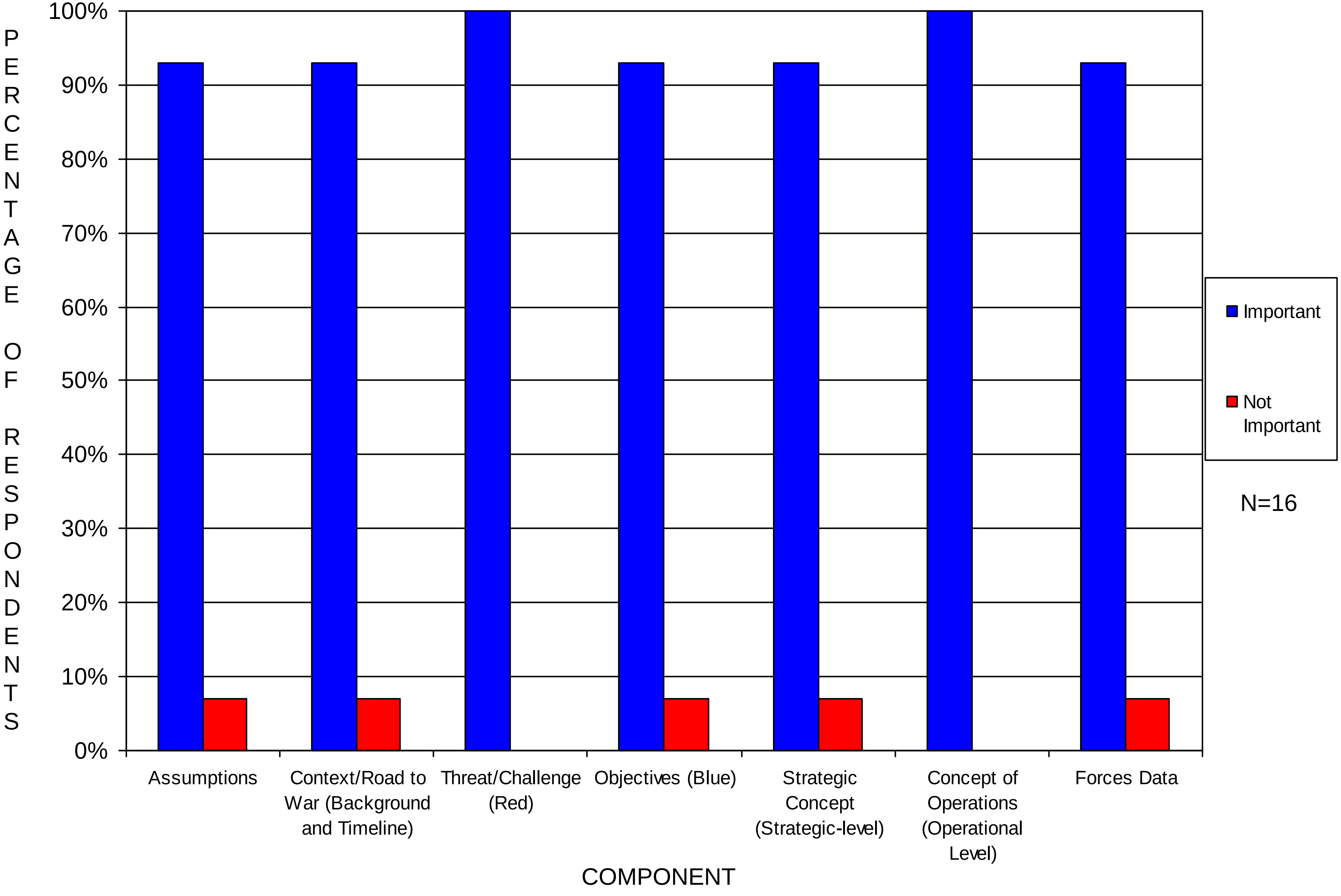
Joint Staff: N=7

OSD: N=10

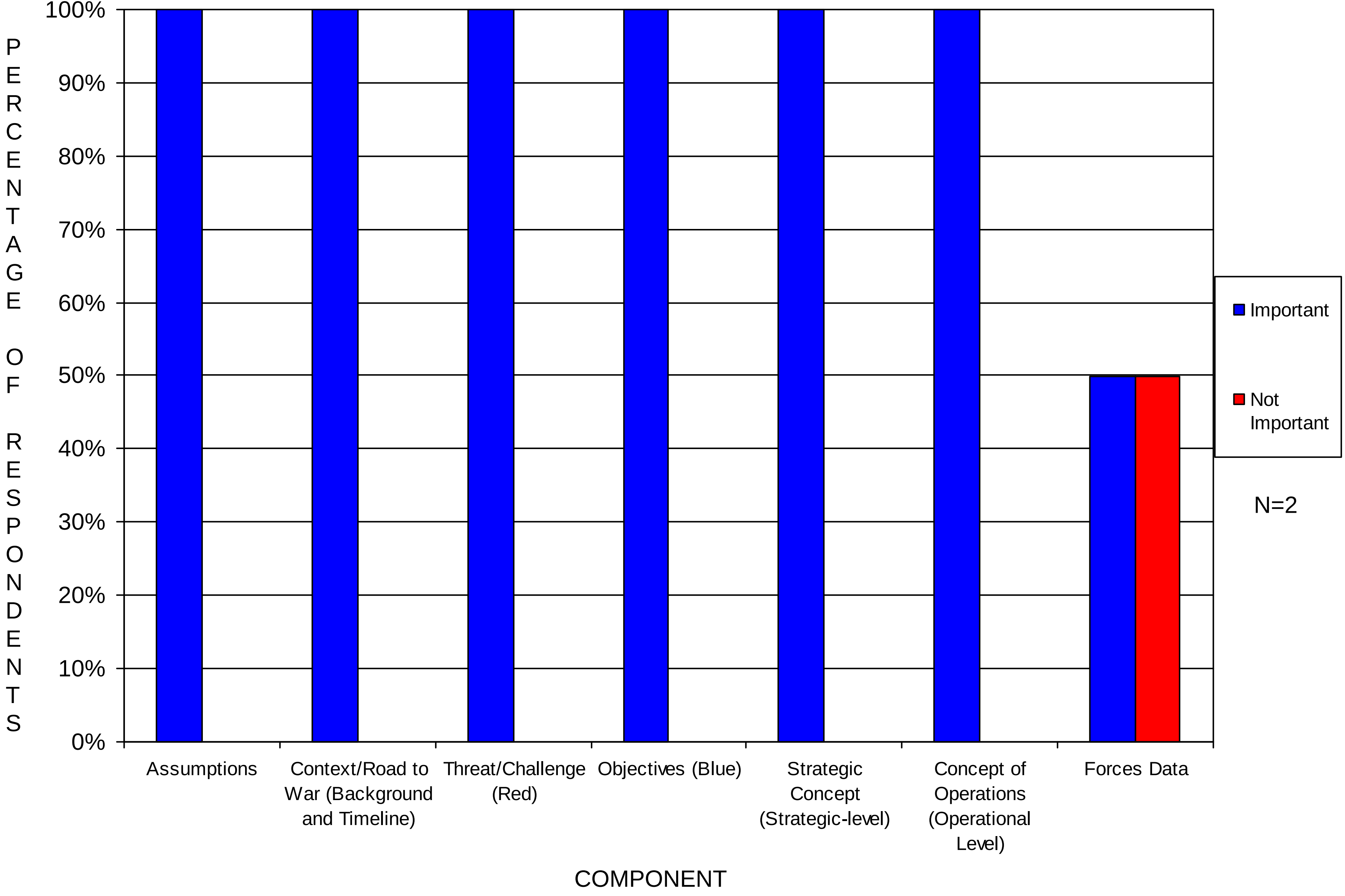
“Other”: N=3

Service Schools/
Academia: N=5

Question #12: Importance of Scenario Components – COCOM Responses

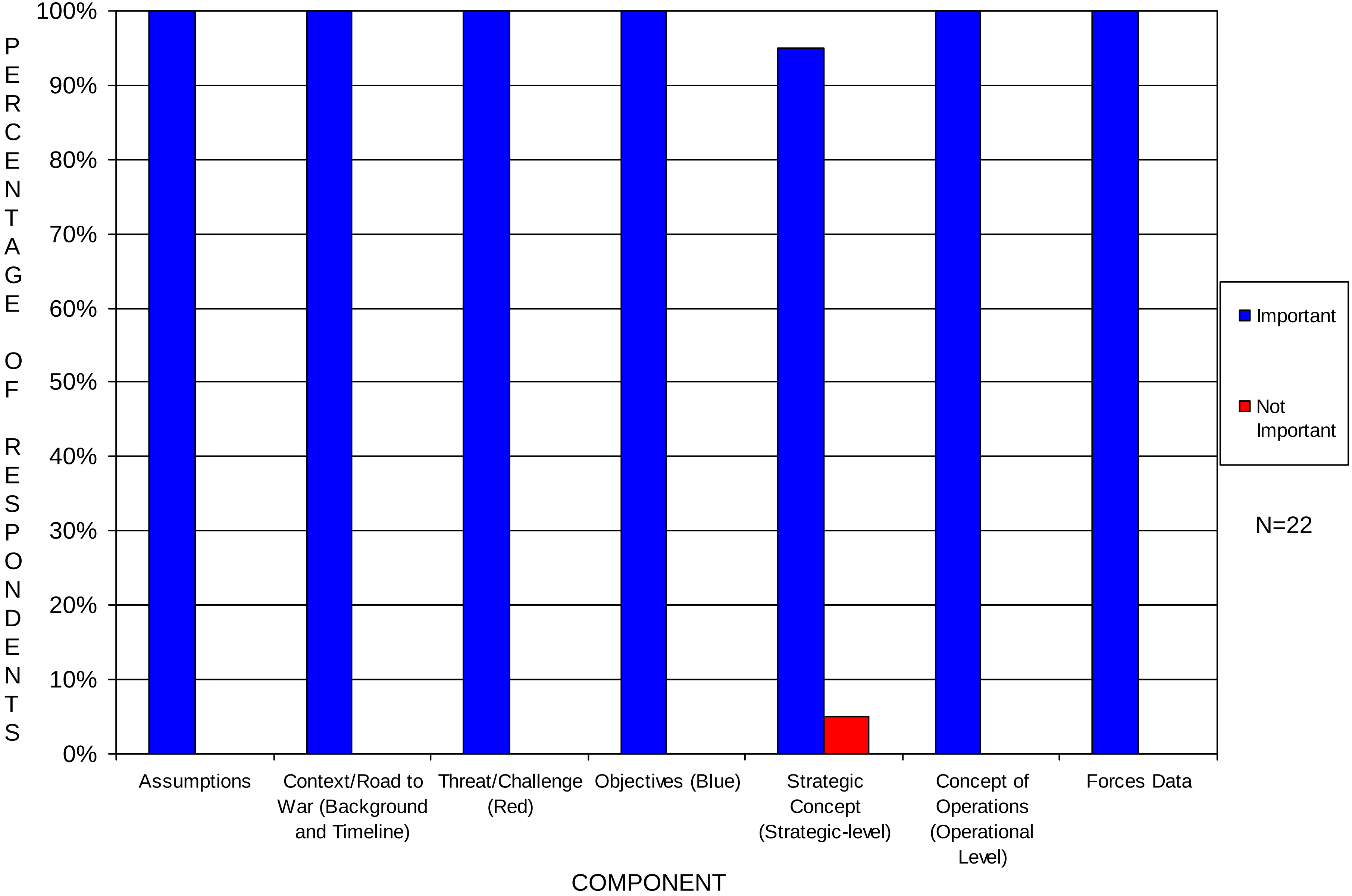


Question #12: Importance of Scenario Components – Interagency Responses



- The *only* Interagency responses were from the State Department

Question #12: Importance of Scenario Components – Service Responses

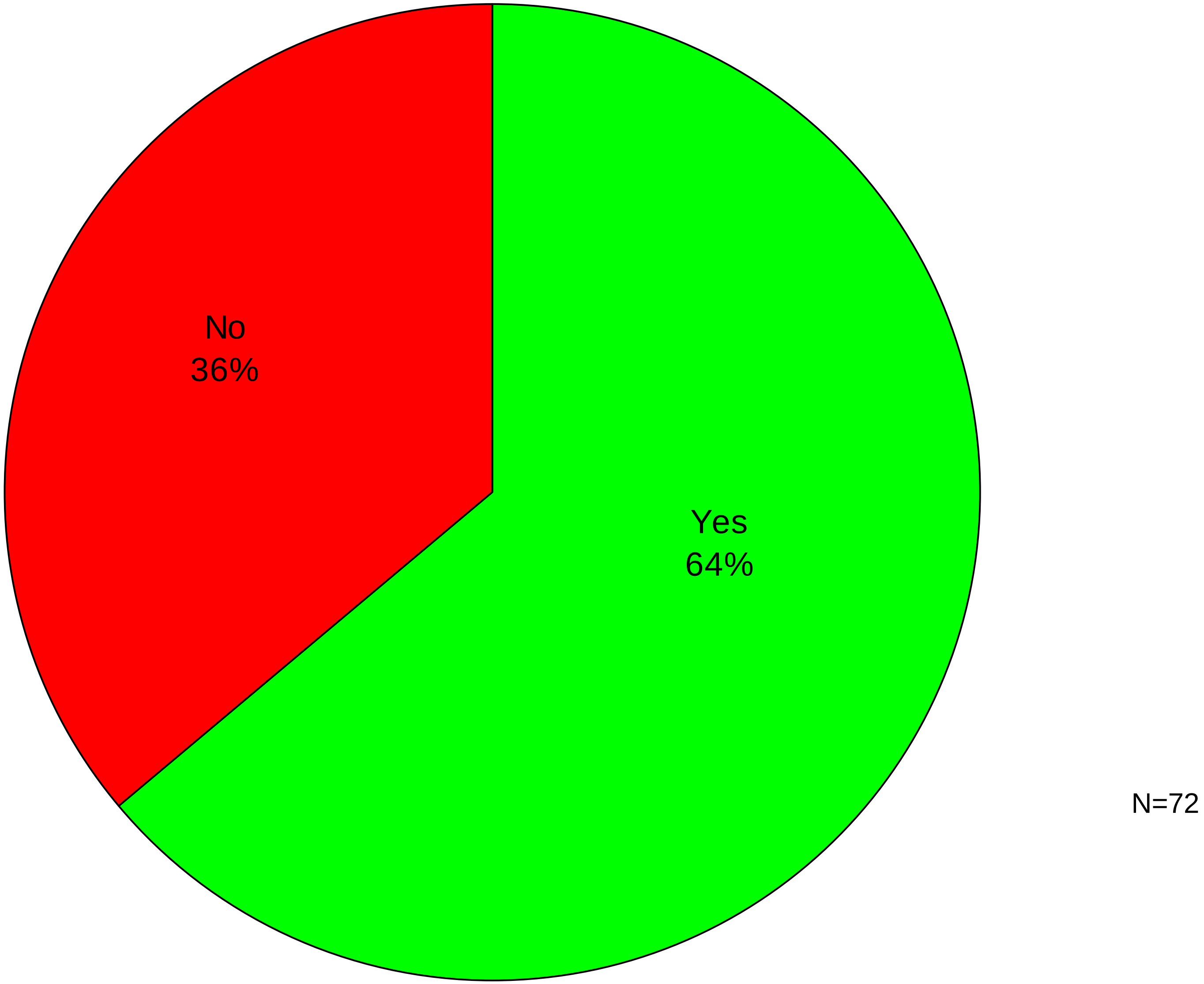


Question #13
Aggregate Graphs

N = 72

Question: Do existing and forthcoming CLASSIFIED scenarios currently meet your organization's needs?

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios



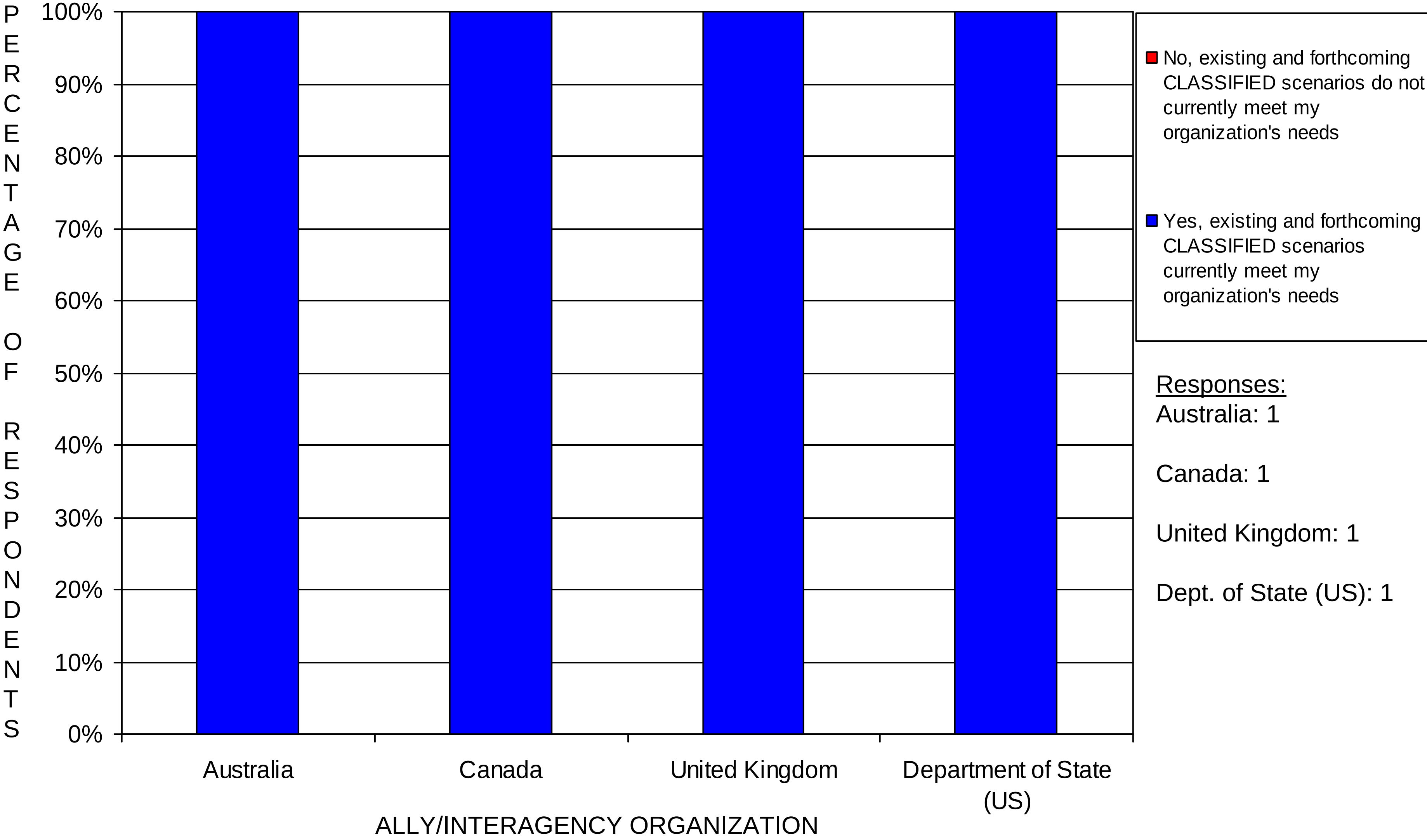
Question #13
Organizational Graphs

N = 72

Question: Do existing and forthcoming CLASSIFIED scenarios currently meet your organization's needs?

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Allied and Interagency Responses

- *All* allied and interagency responses indicated that existing and forthcoming CLASSIFIED scenarios *currently met* their organization’s needs.



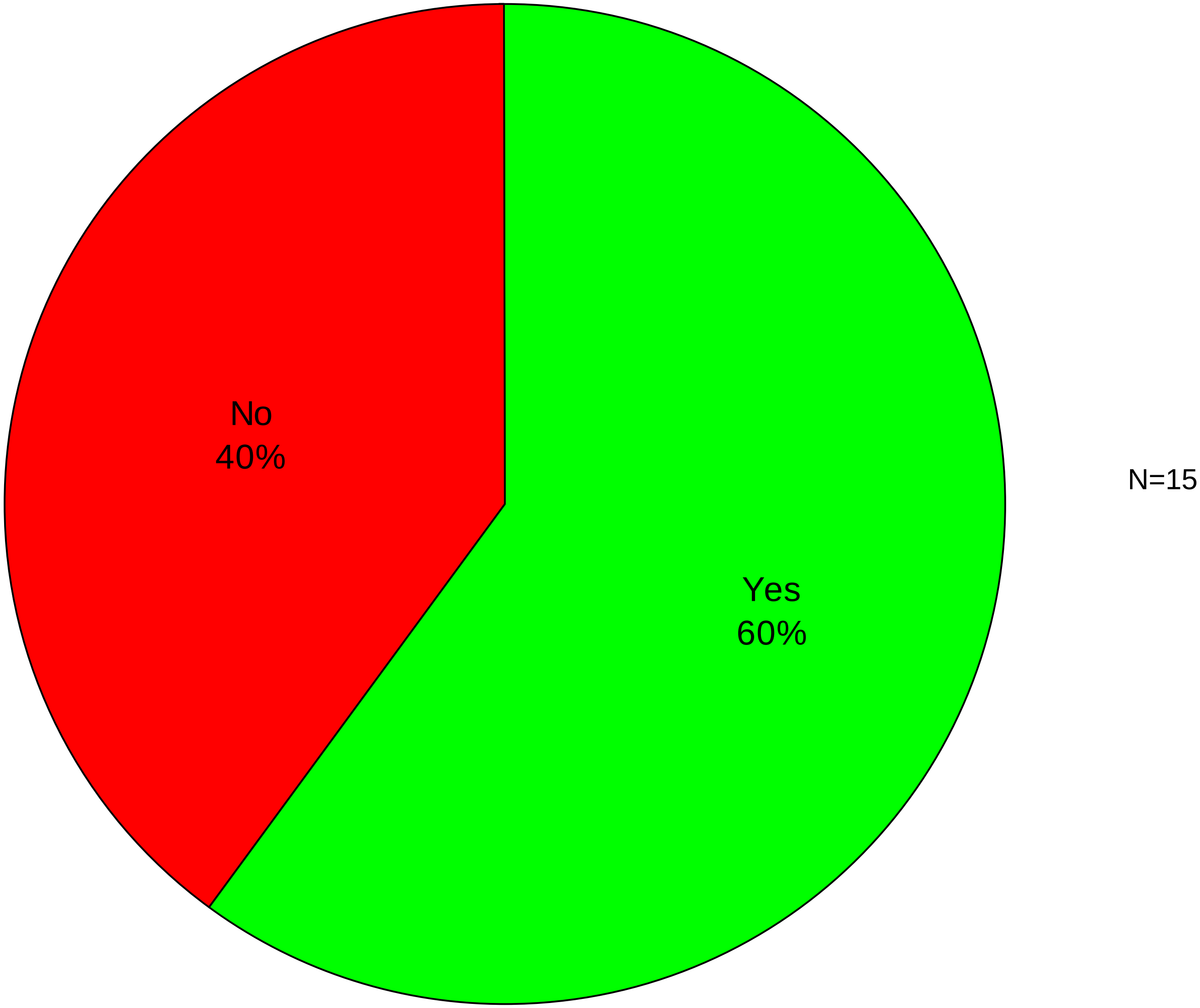
Responses:
Australia: 1

Canada: 1

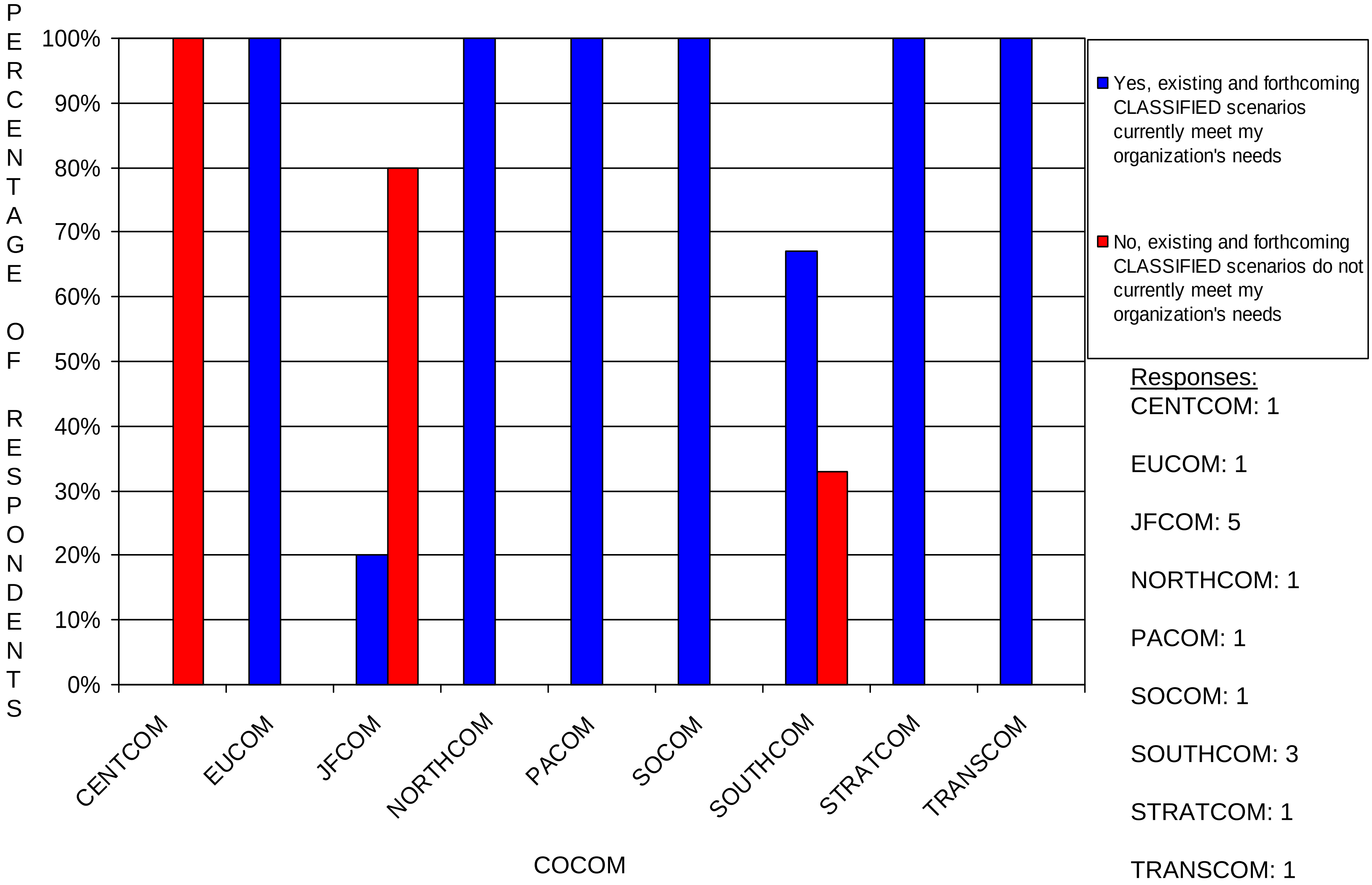
United Kingdom: 1

Dept. of State (US): 1

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – COCOM Responses



Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Breakdown of COCOM Responses



Responses:
CENTCOM: 1

EUCOM: 1

JFCOM: 5

NORTHCOM: 1

PACOM: 1

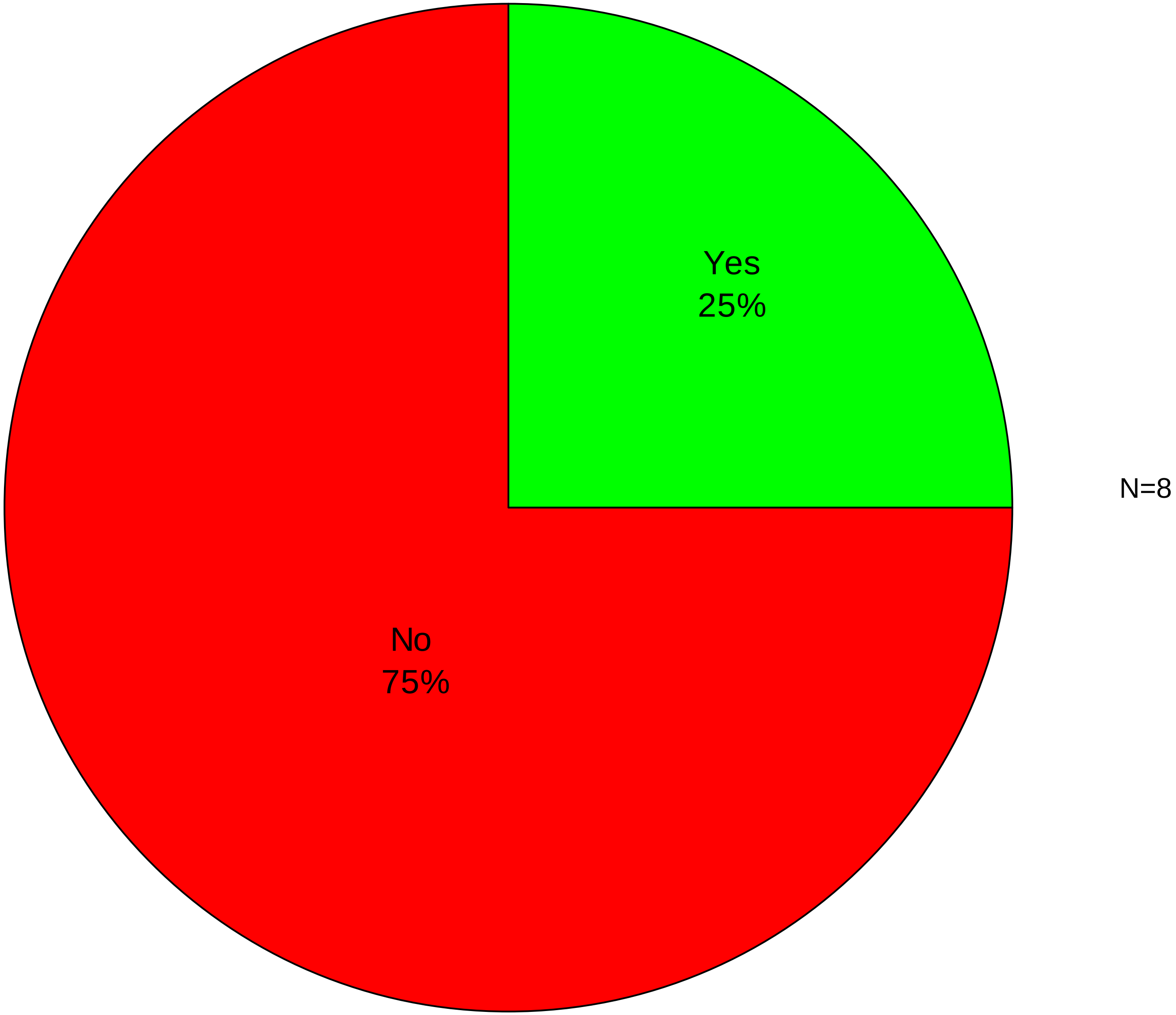
SOCOM: 1

SOUTHCOM: 3

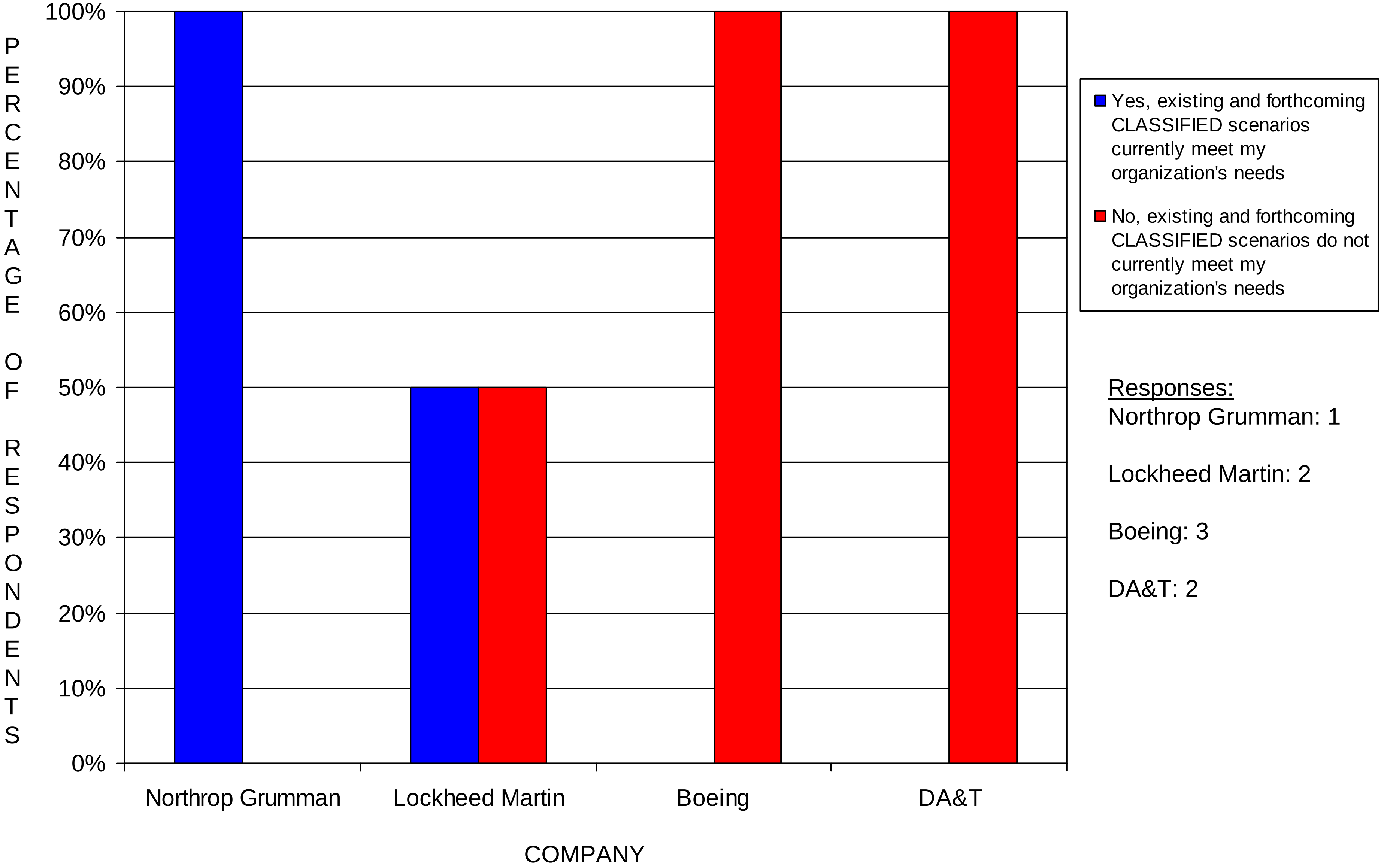
STRATCOM: 1

TRANSCOM: 1

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Industry Responses



Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Breakdown of Industry Responses



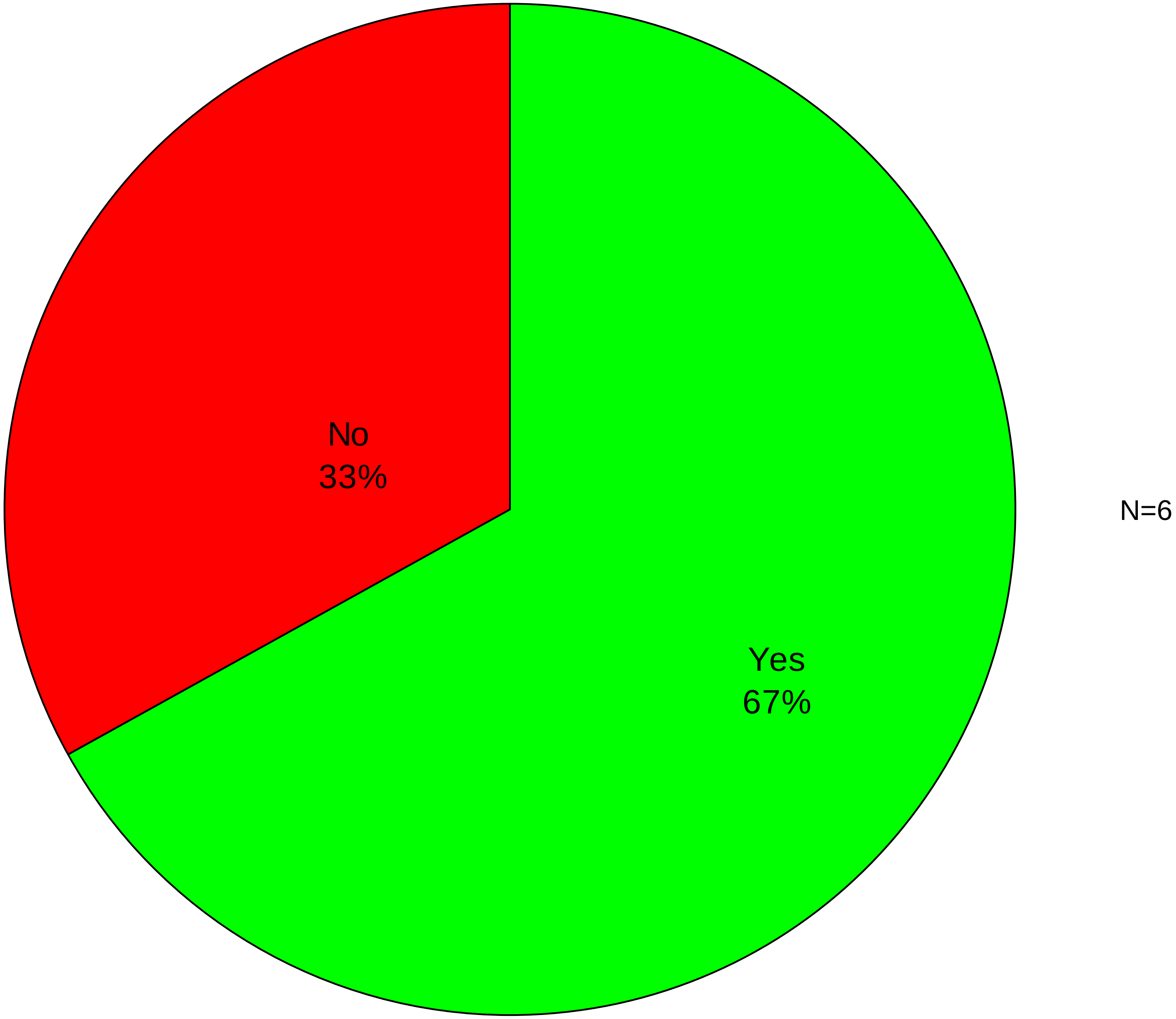
Responses:
Northrop Grumman: 1

Lockheed Martin: 2

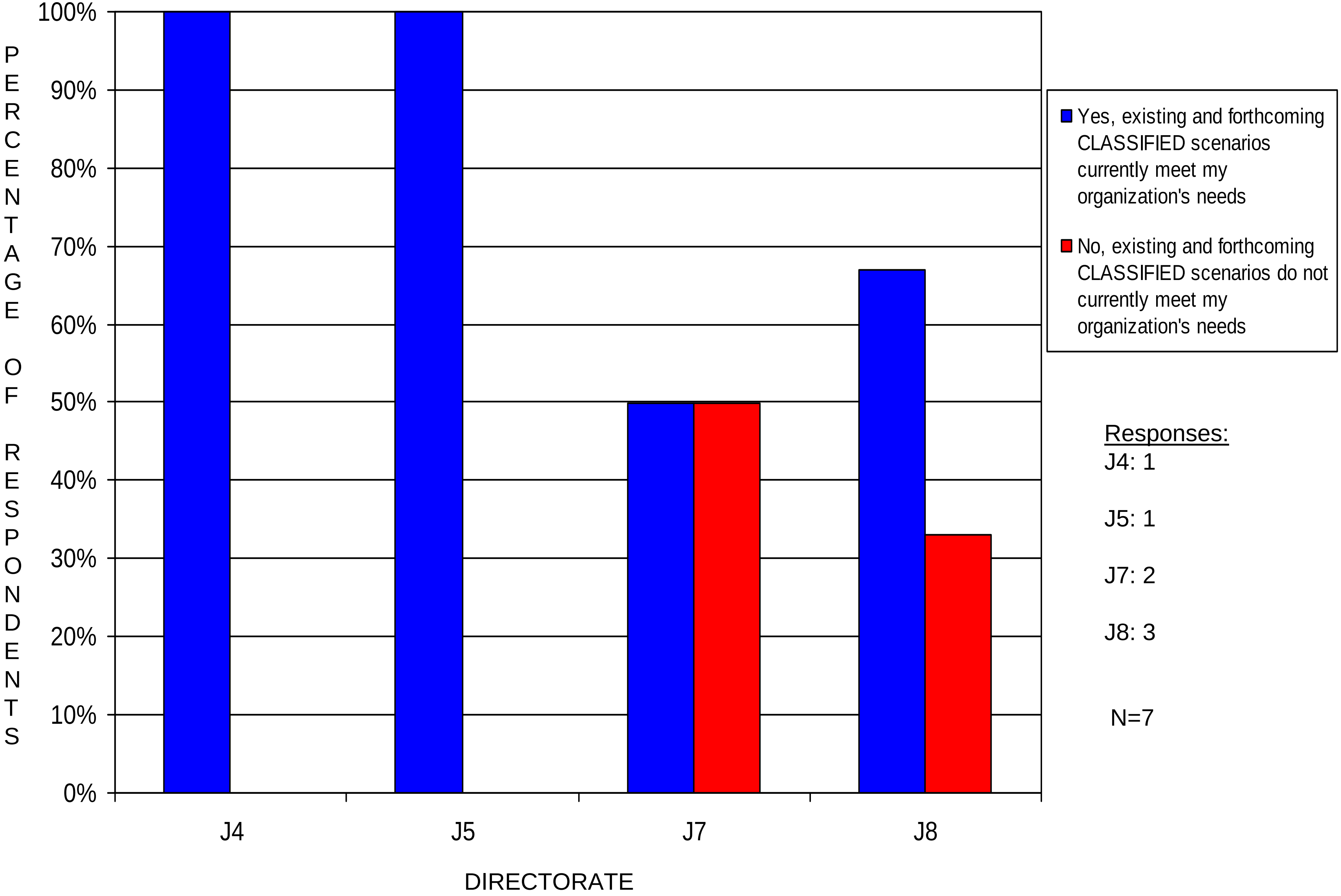
Boeing: 3

DA&T: 2

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Joint Staff Responses



Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Breakdown of Joint Staff Responses



Responses:
J4: 1

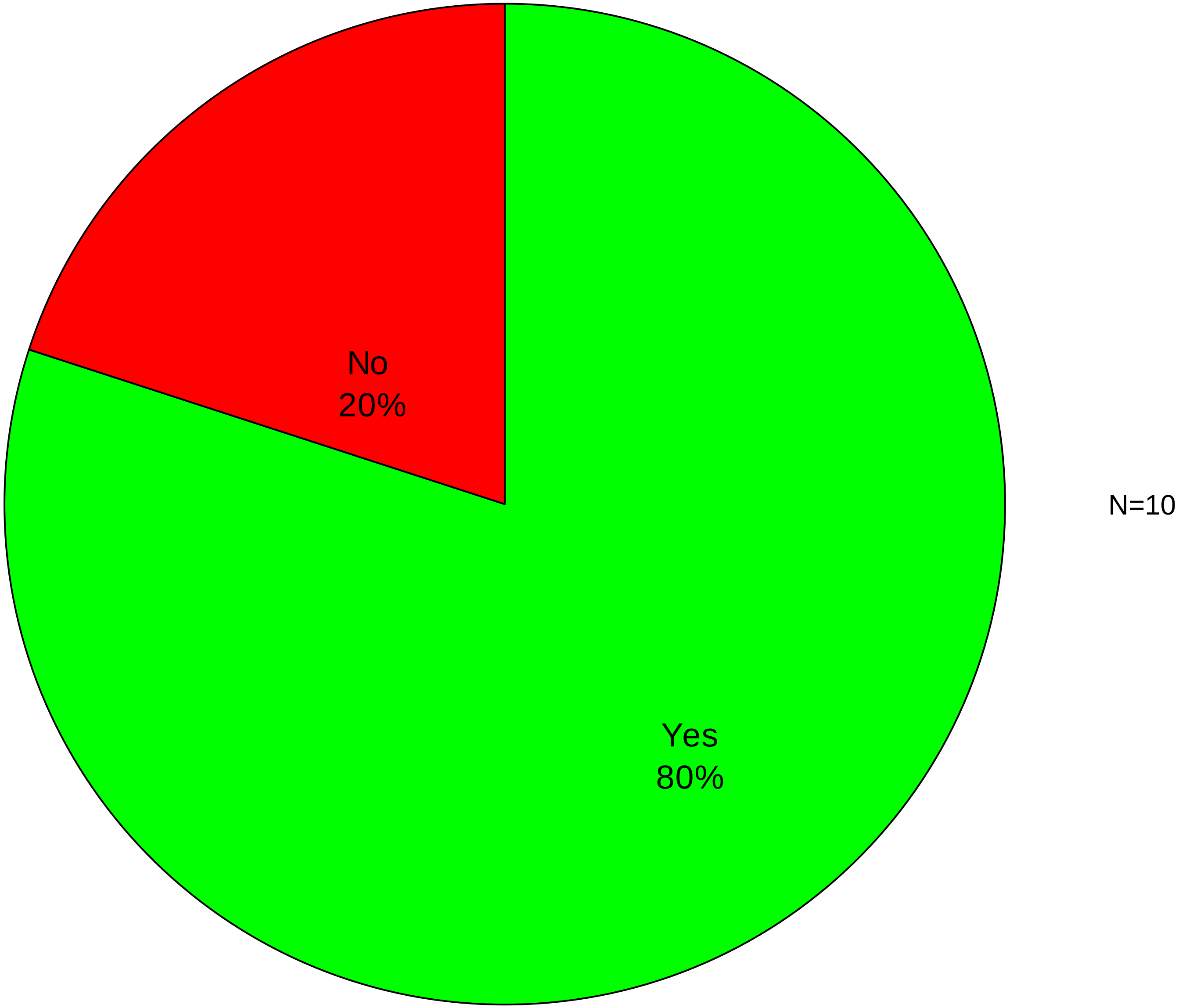
J5: 1

J7: 2

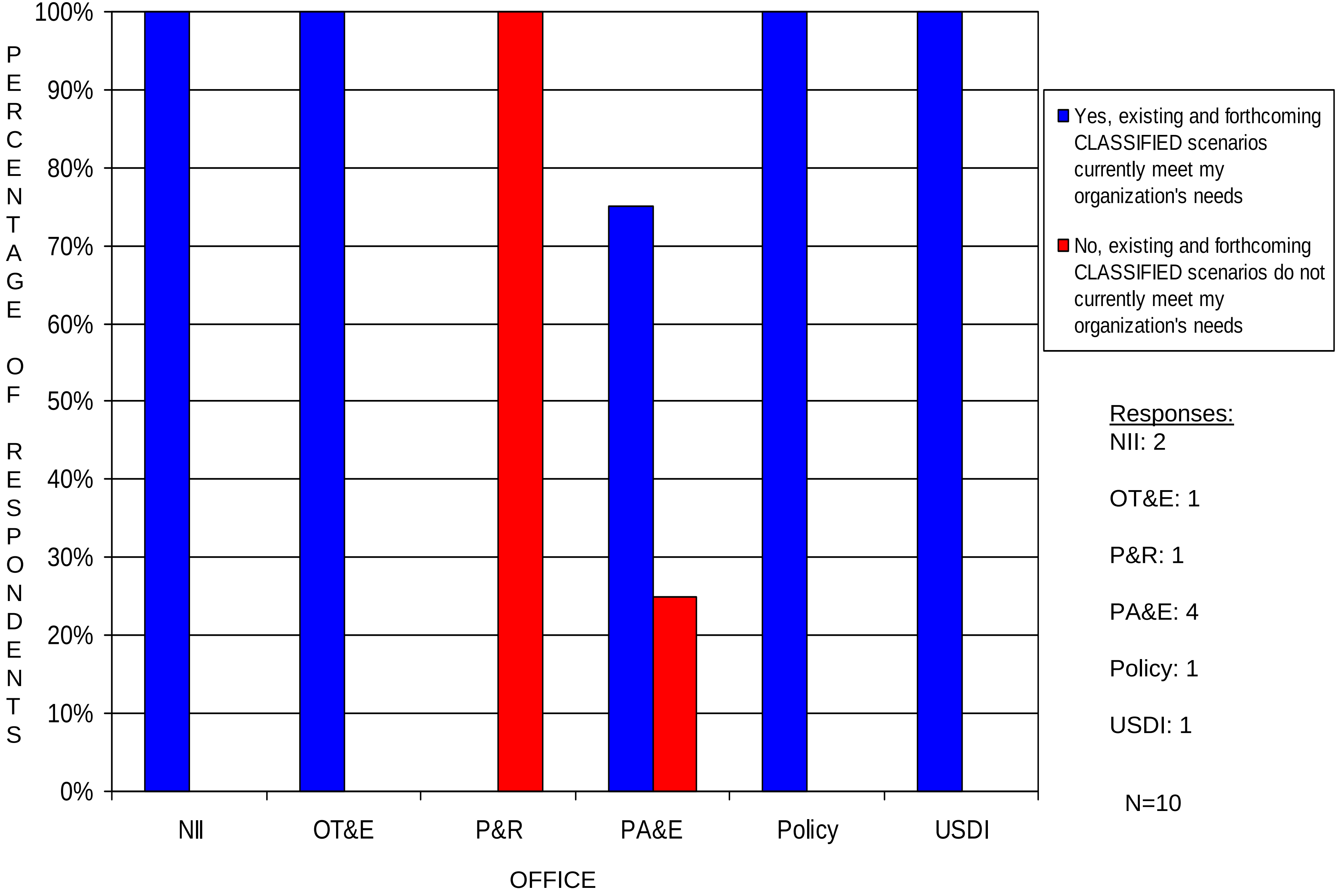
J8: 3

N=7

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – OSD Responses



Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Breakdown of OSD Responses



Responses:
NII: 2

OT&E: 1

P&R: 1

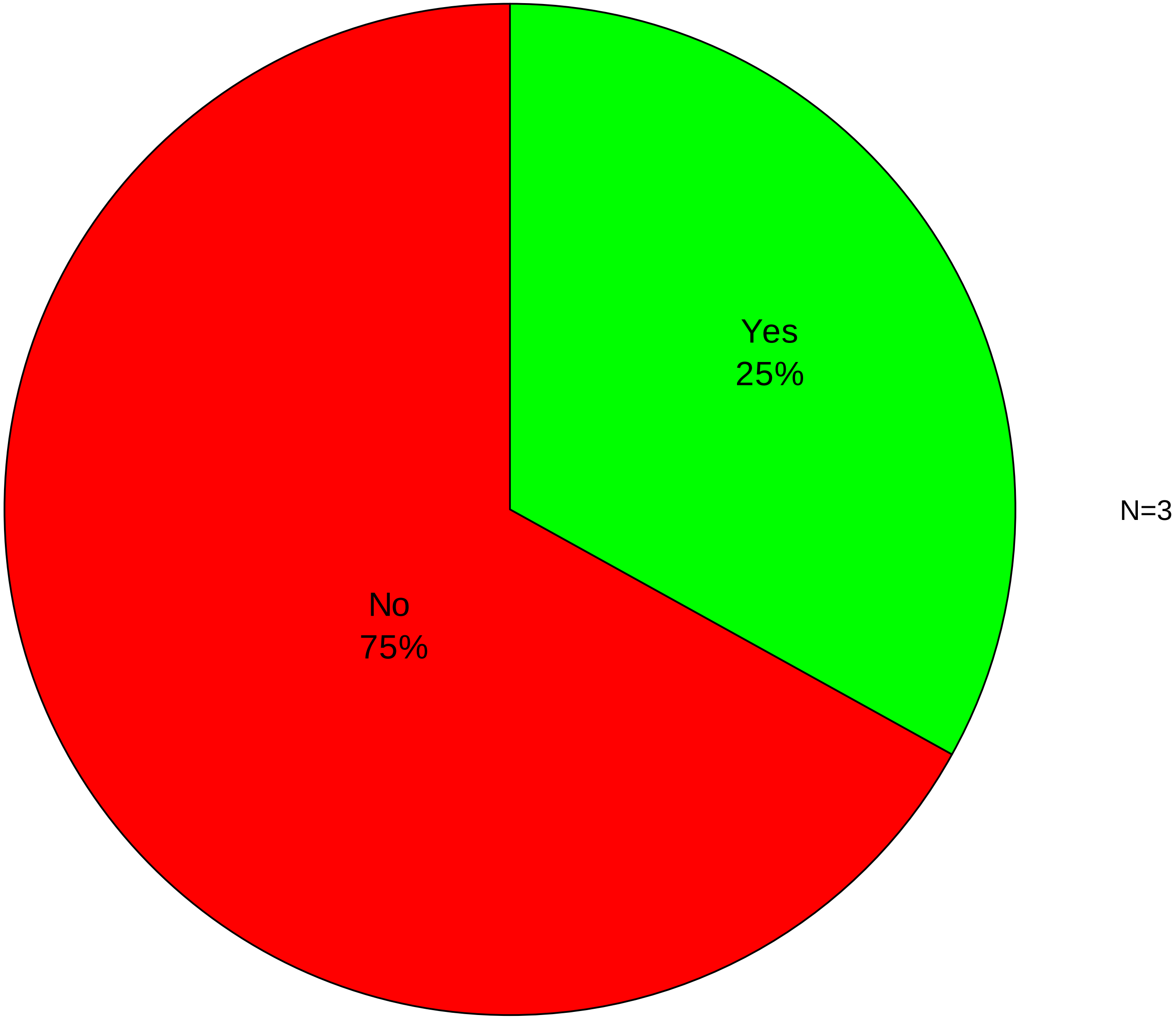
PA&E: 4

Policy: 1

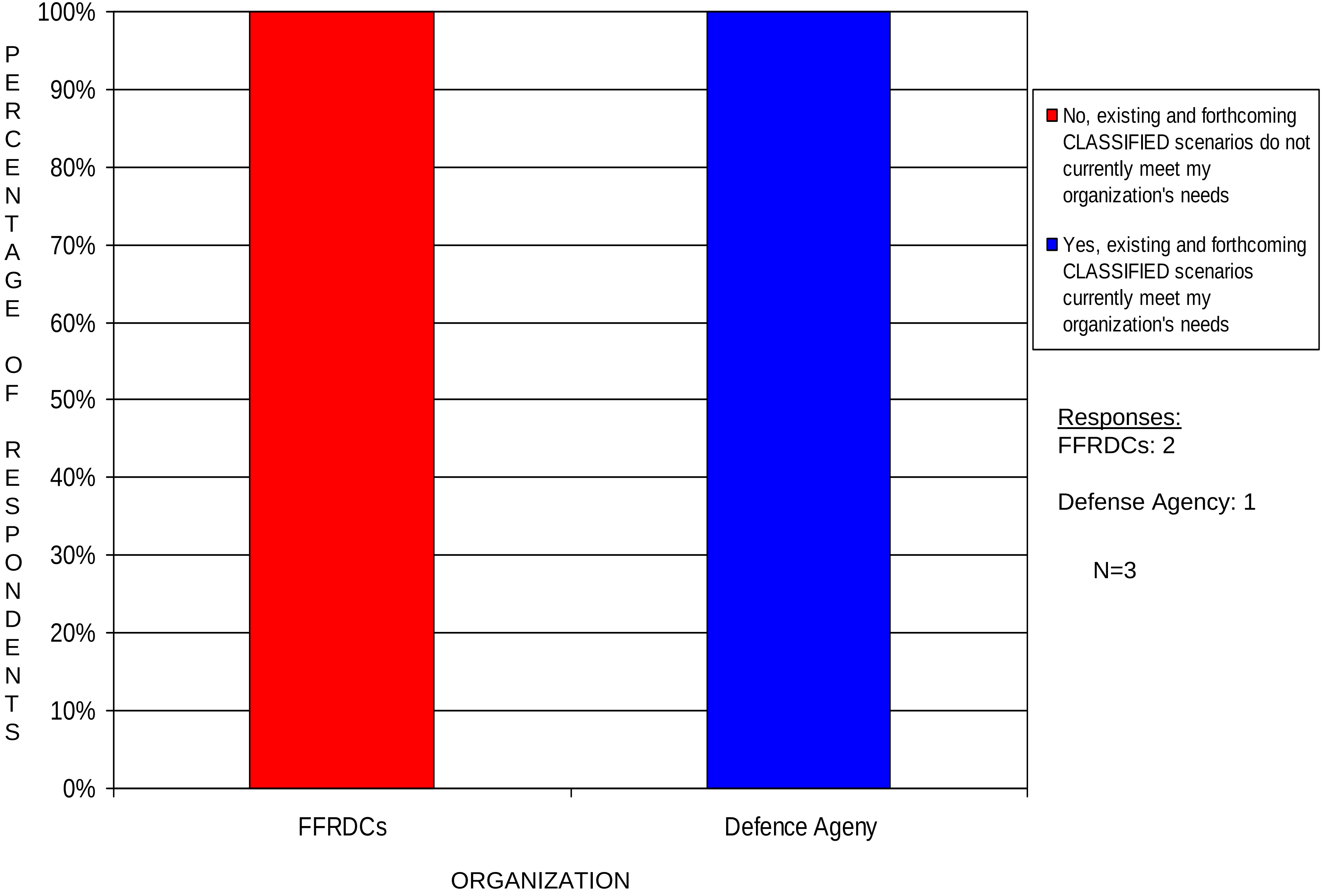
USDI: 1

N=10

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – “Other” Responses



Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Breakdown of "Other" Responses

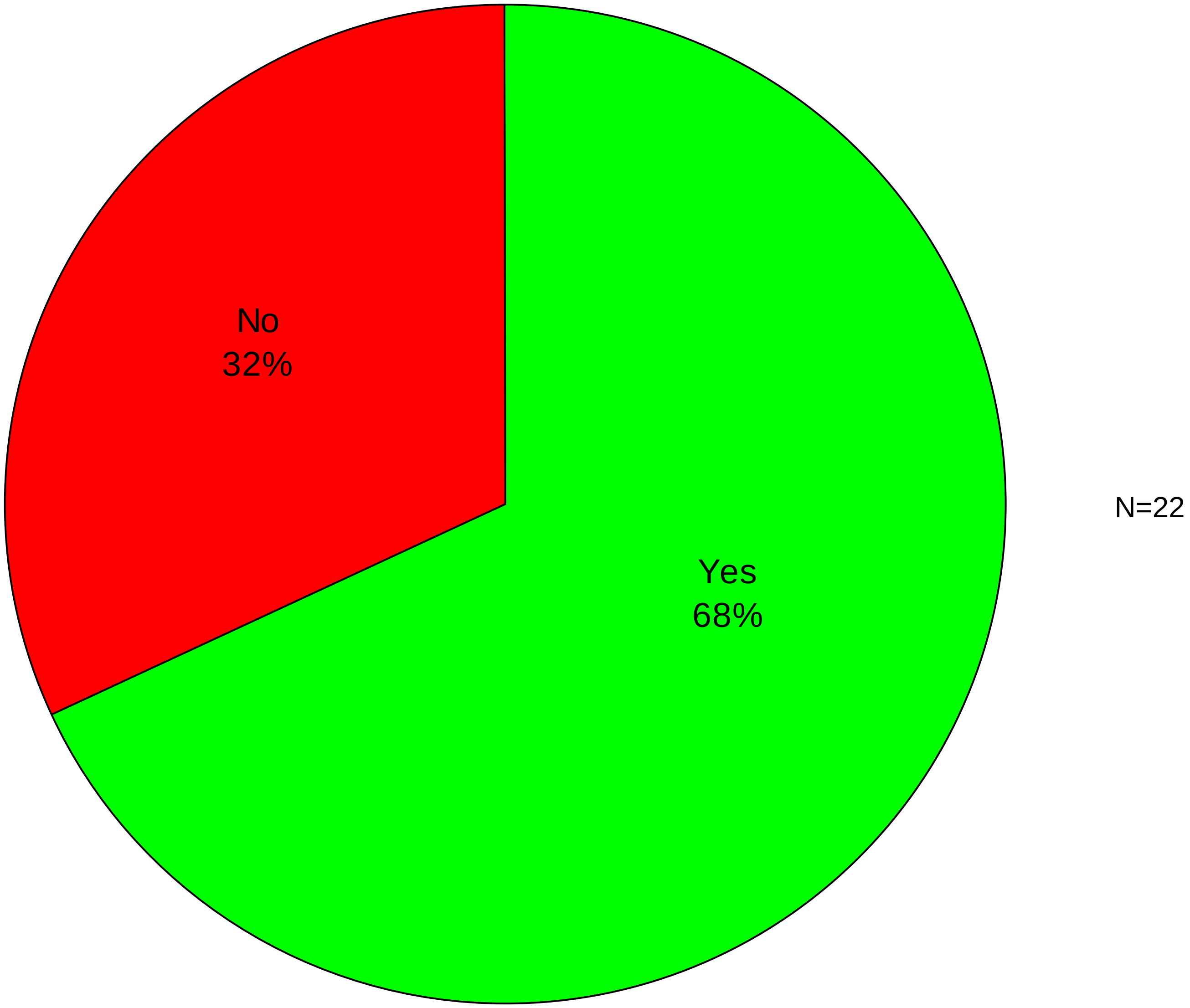


Responses:
FFRDCs: 2

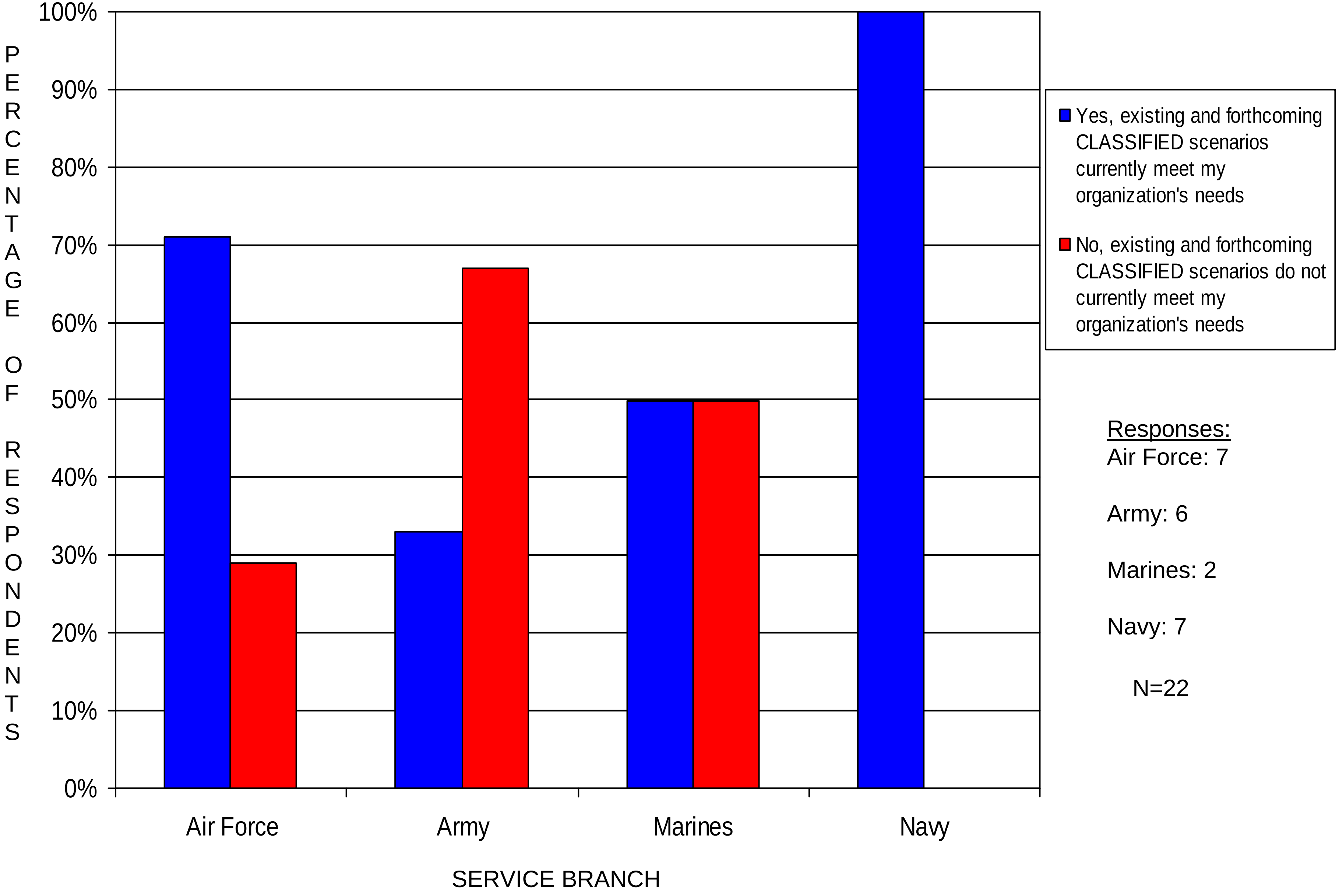
Defense Agency: 1

N=3

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Service Responses



Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Breakdown of Service Responses



Responses:
Air Force: 7

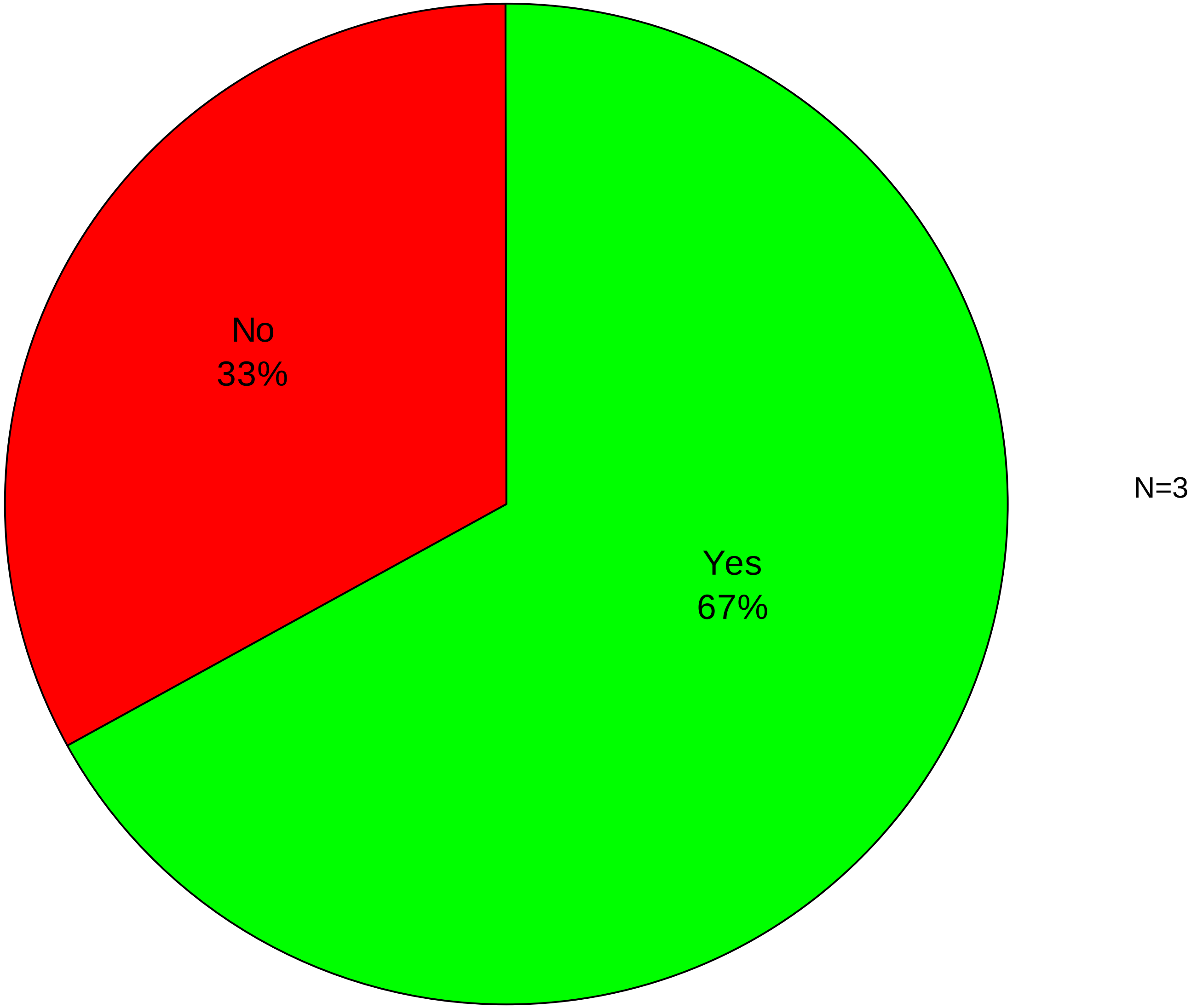
Army: 6

Marines: 2

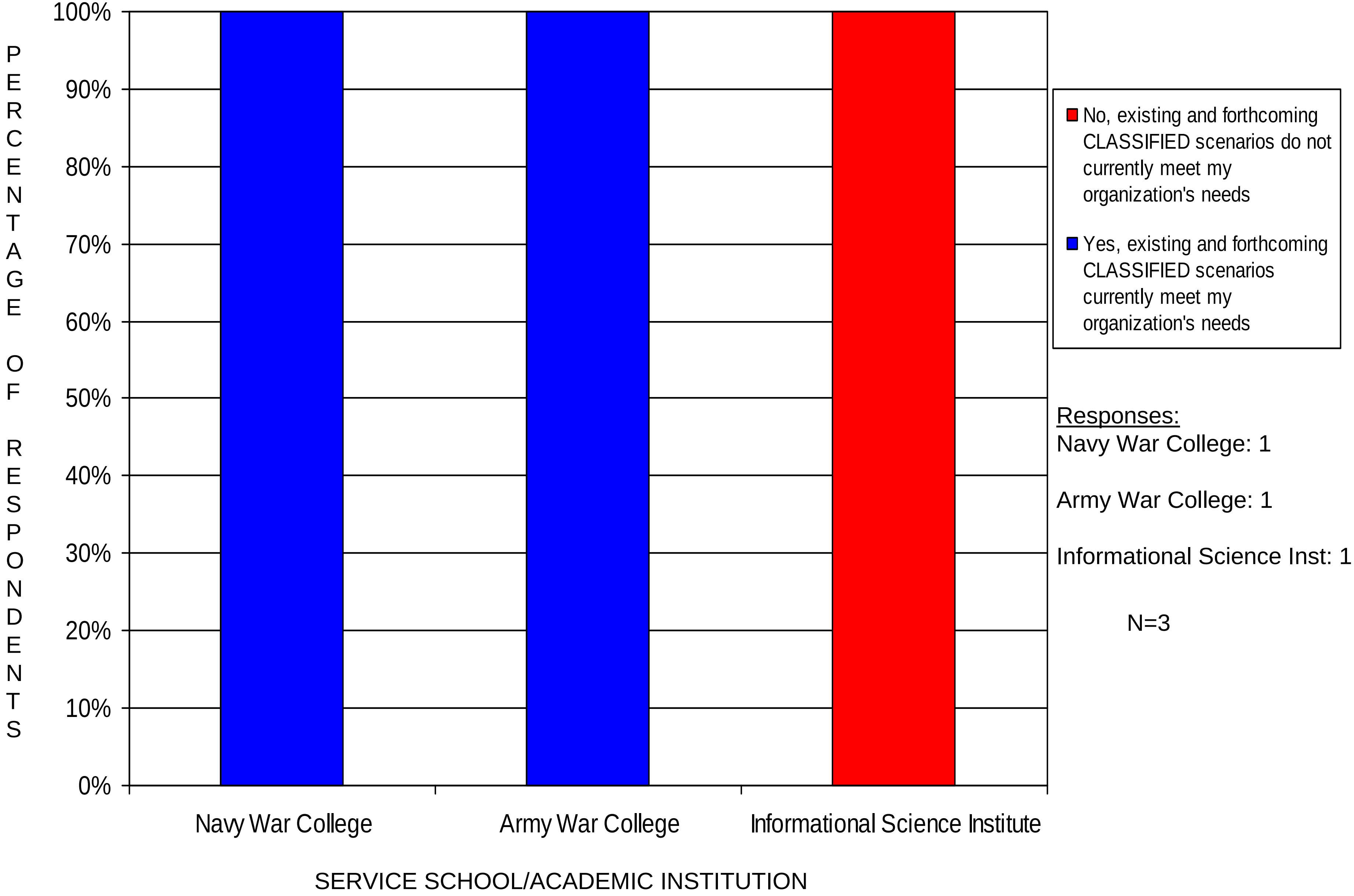
Navy: 7

N=22

Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Service Schools/Academia Responses



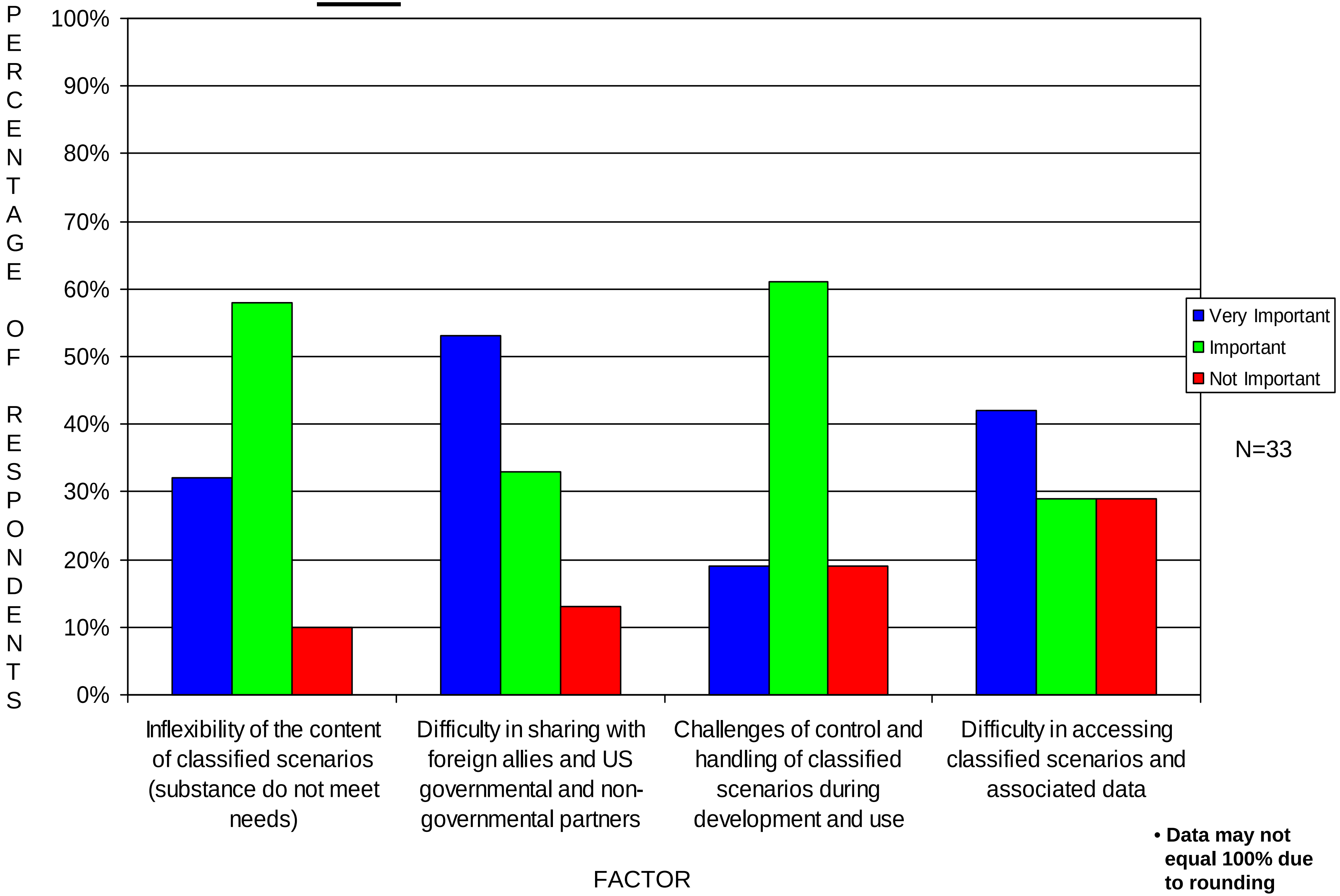
Question #13: Utility of Existing and Forthcoming CLASSIFIED Scenarios – Breakdown of Service Schools/Academia Responses



Question #14
Aggregate Graphs
N = 33

Question: Indicate how important the below factors are in your decision not to use CLASSIFIED scenarios: Difficulty in sharing with foreign allies and U.S. governmental and non-governmental partners, Challenges of control and handling of classified scenarios during development and use, Inflexibility of the content of classified scenarios (substance do not meet needs), Difficulty in accessing classified scenarios and associated data.

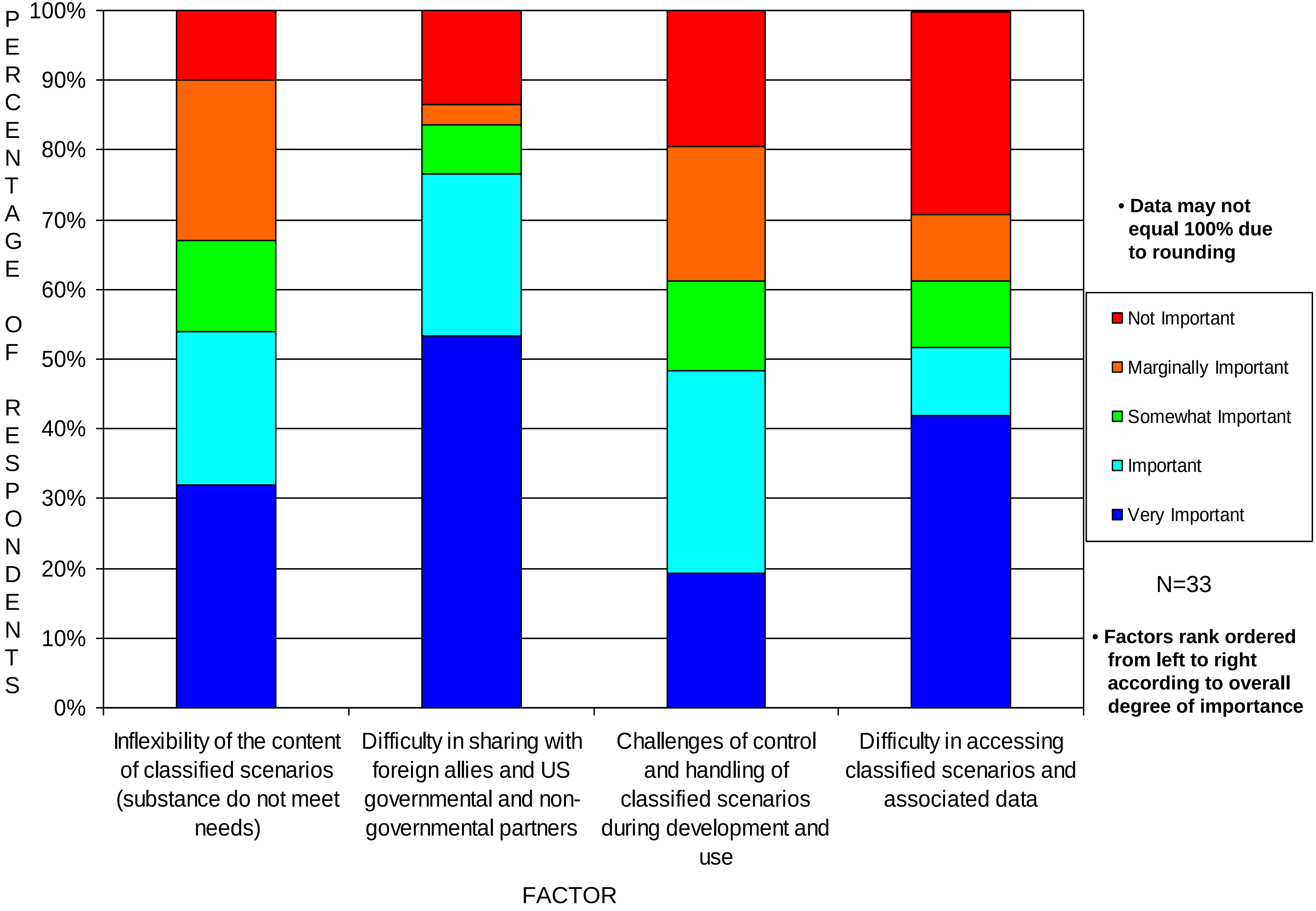
Question #14: Importance of Factors Influencing Decisions *NOT* to Use CLASSIFIED Scenarios



- **Data may not equal 100% due to rounding**

- **Factors rank ordered from left to right according to overall degree of importance**

Question #14: Degree of Importance of Factors Influencing Decisions *NOT* to Use CLASSIFIED Scenarios



- **Data may not equal 100% due to rounding**

N=33

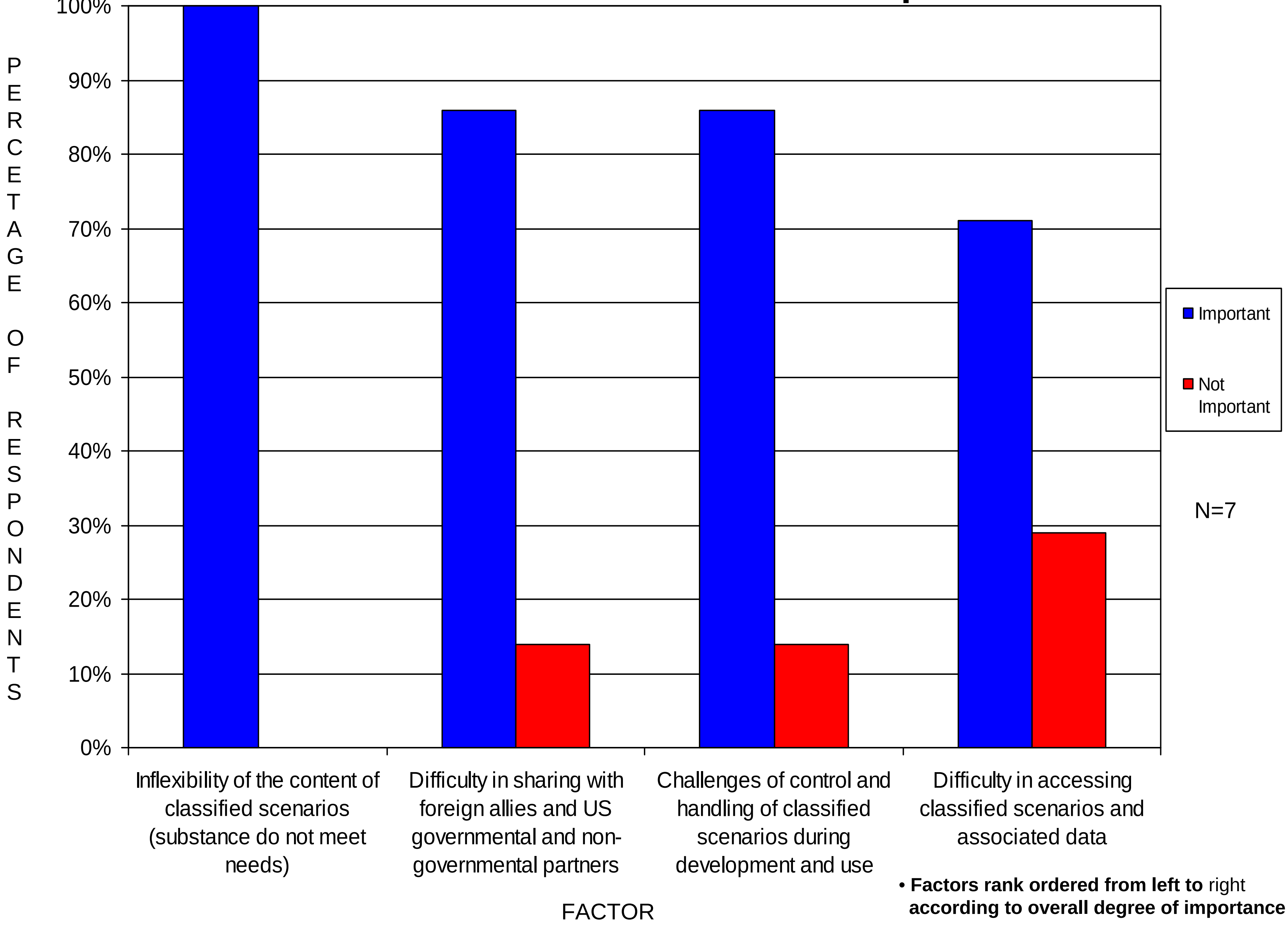
- **Factors rank ordered from left to right according to overall degree of importance**

Question #14
Organizational Graphs

N = 33

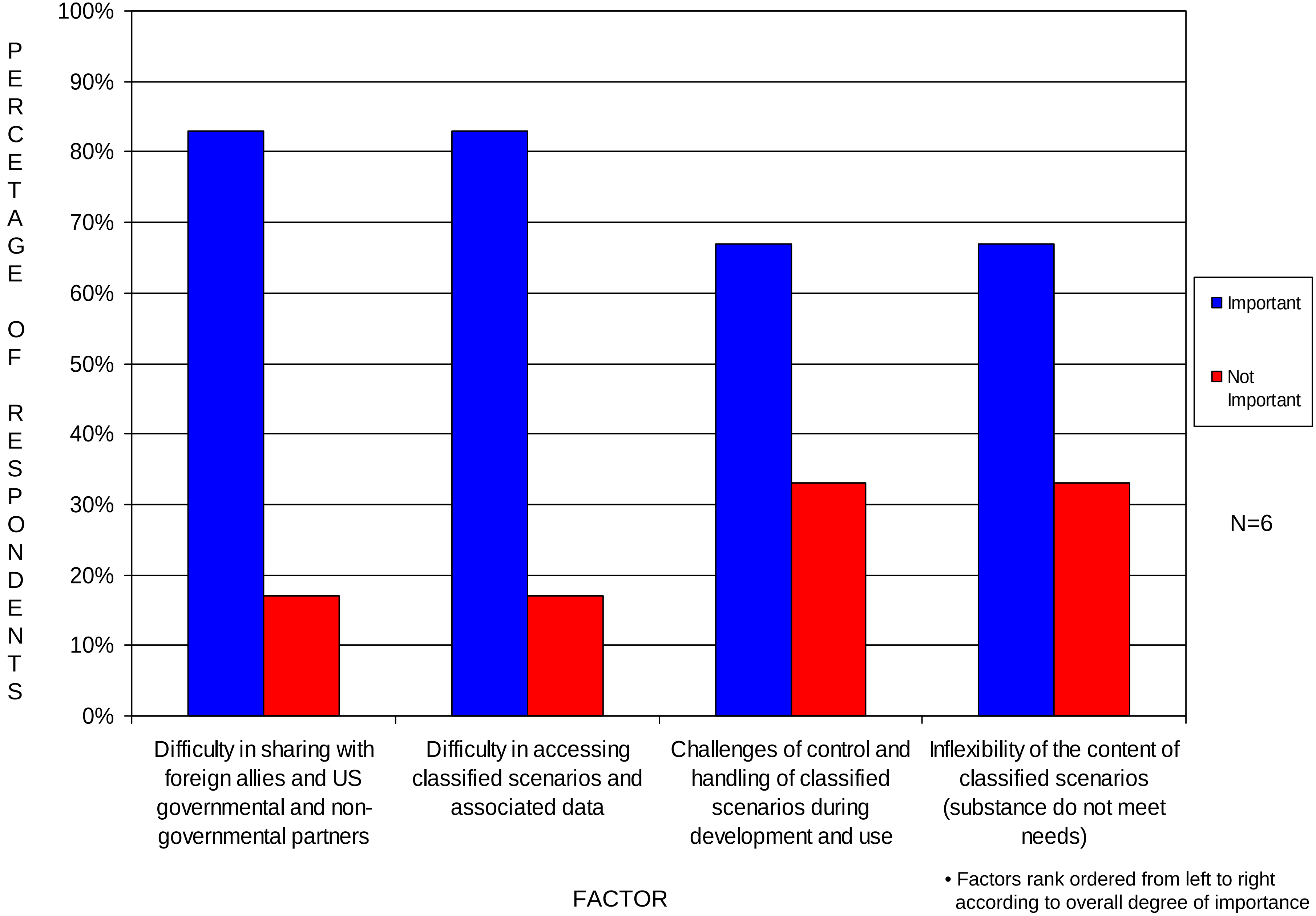
Question: Indicate how important the below factors are in your decision not to use CLASSIFIED scenarios: Difficulty in sharing with foreign allies and U.S. governmental and non-governmental partners, Challenges of control and handling of classified scenarios during development and use, Inflexibility of the content of classified scenarios (substance do not meet needs), Difficulty in accessing classified scenarios and associated data.

Question #14: Importance of Factors Influencing Decisions ***NOT*** to Use CLASSIFIED Scenarios – COCOM Responses



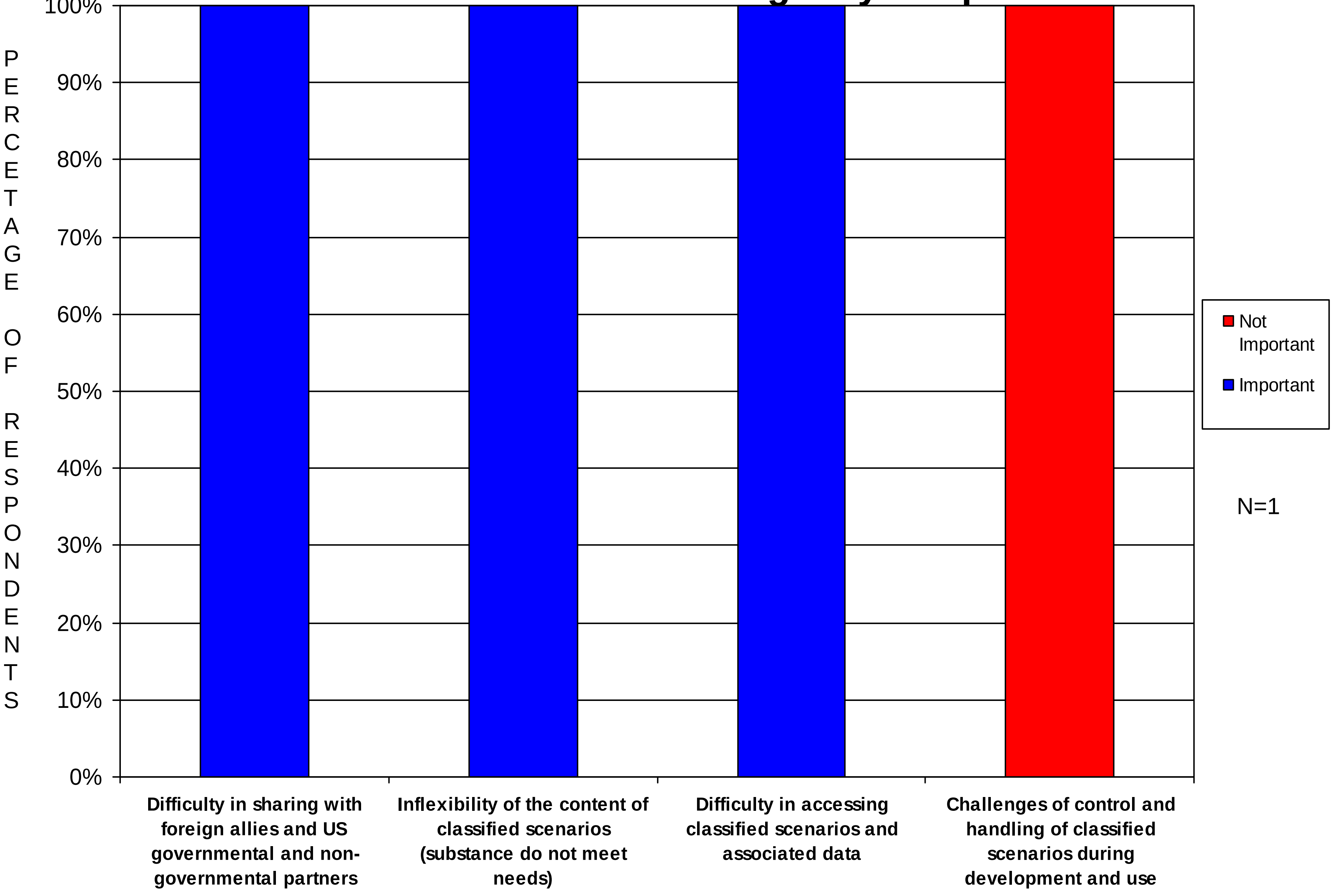
- **Factors rank ordered from left to** right **according to overall degree of importance**

Question #14: Importance of Factors Influencing Decisions ***NOT*** to Use CLASSIFIED Scenarios – Industry Responses



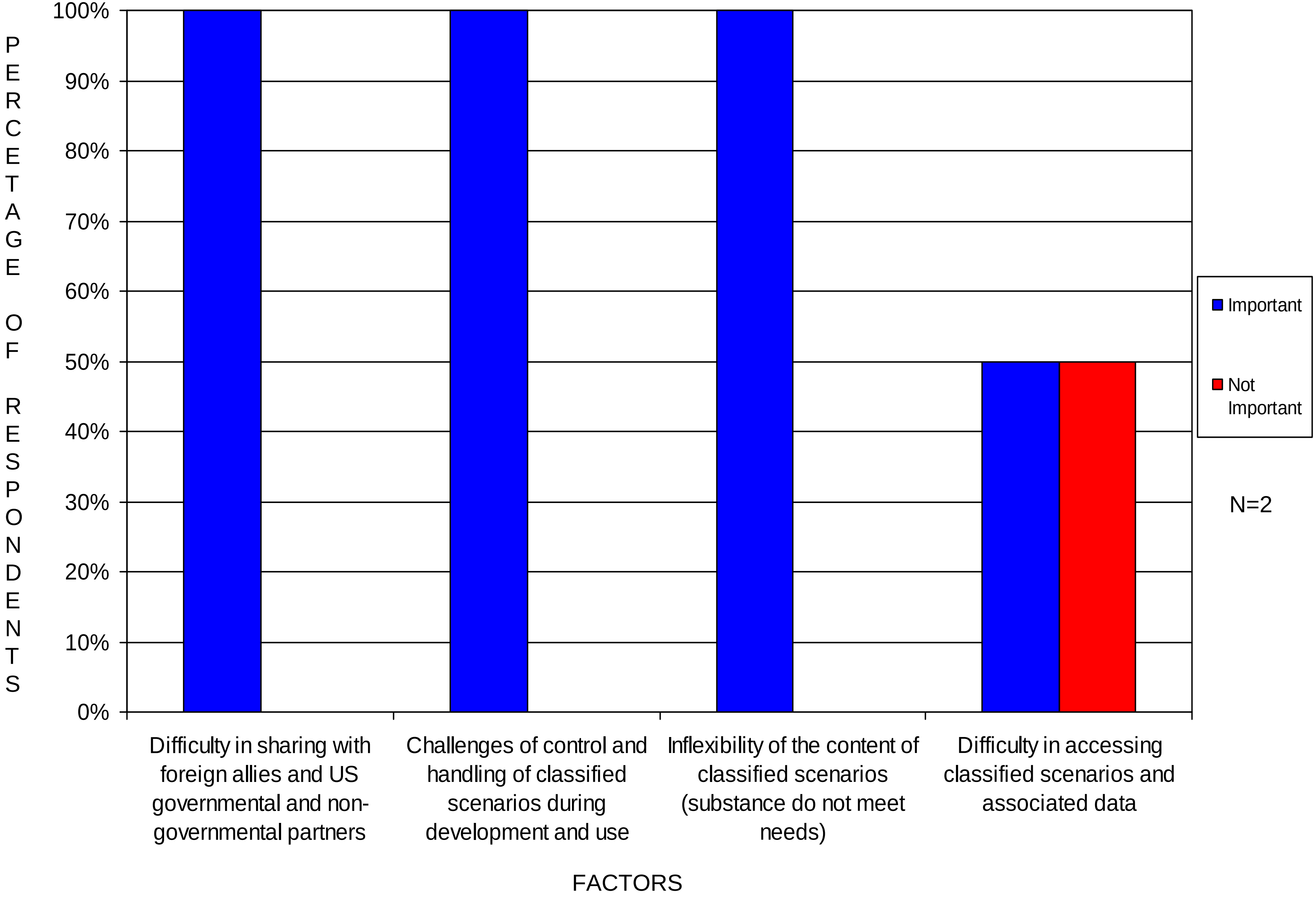
- Factors rank ordered from left to right according to overall degree of importance

Question #14: Importance of Factors Influencing Decisions *NOT* to Use CLASSIFIED Scenarios – Interagency Responses

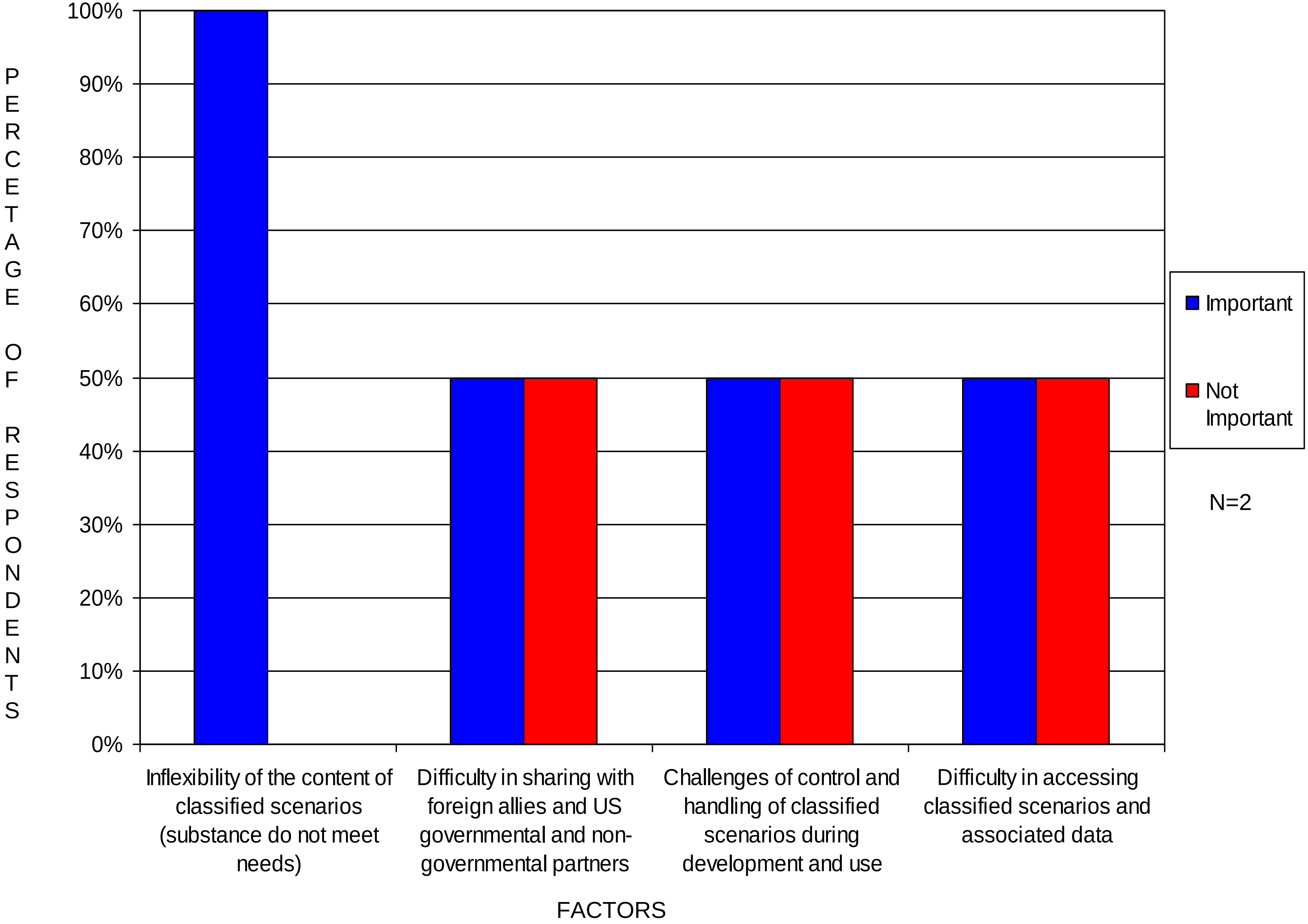


- The *only* Interagency responses were from the State Department

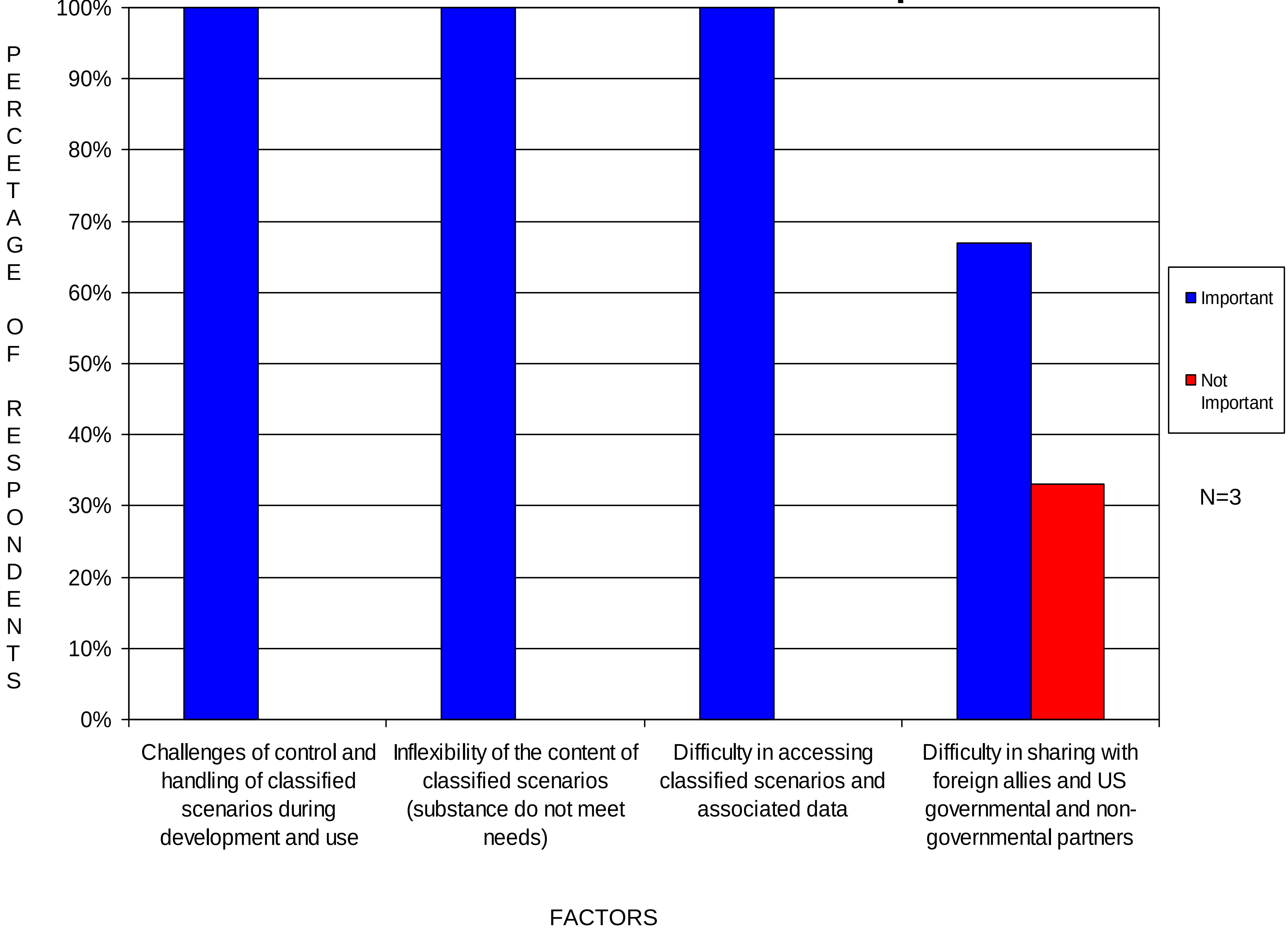
Question #14: Importance of Factors Influencing Decisions *NOT* to Use CLASSIFIED Scenarios – Joint Staff Responses



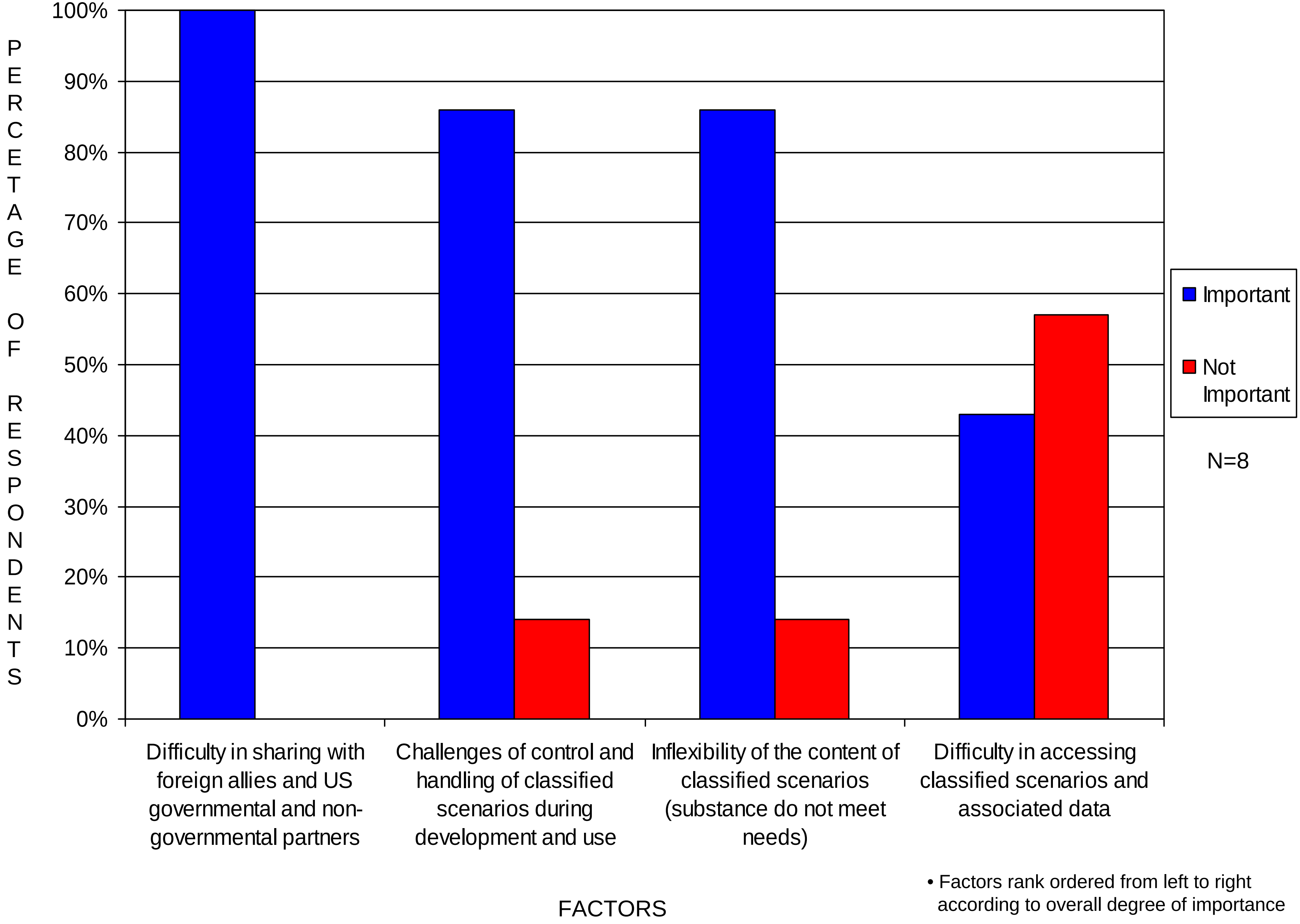
Question #14: Importance of Factors Influencing Decisions ***NOT*** to Use CLASSIFIED Scenarios – OSD Responses



Question #14: Importance of Factors Influencing Decisions ***NOT*** to Use CLASSIFIED Scenarios – "Other" Responses

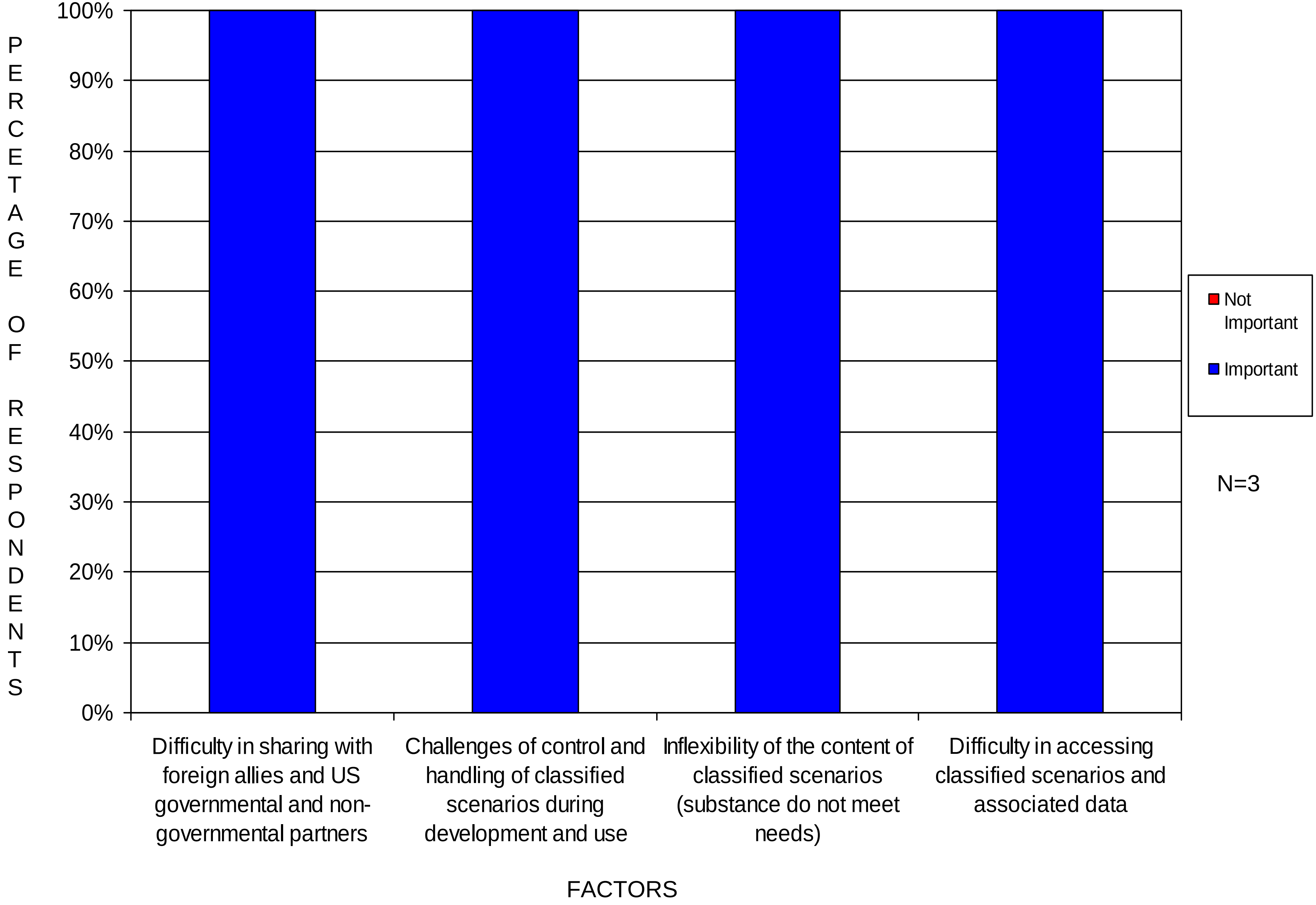


Question #14: Importance of Factors Influencing Decisions ***NOT*** to Use CLASSIFIED Scenarios – Service Responses



- Factors rank ordered from left to right according to overall degree of importance

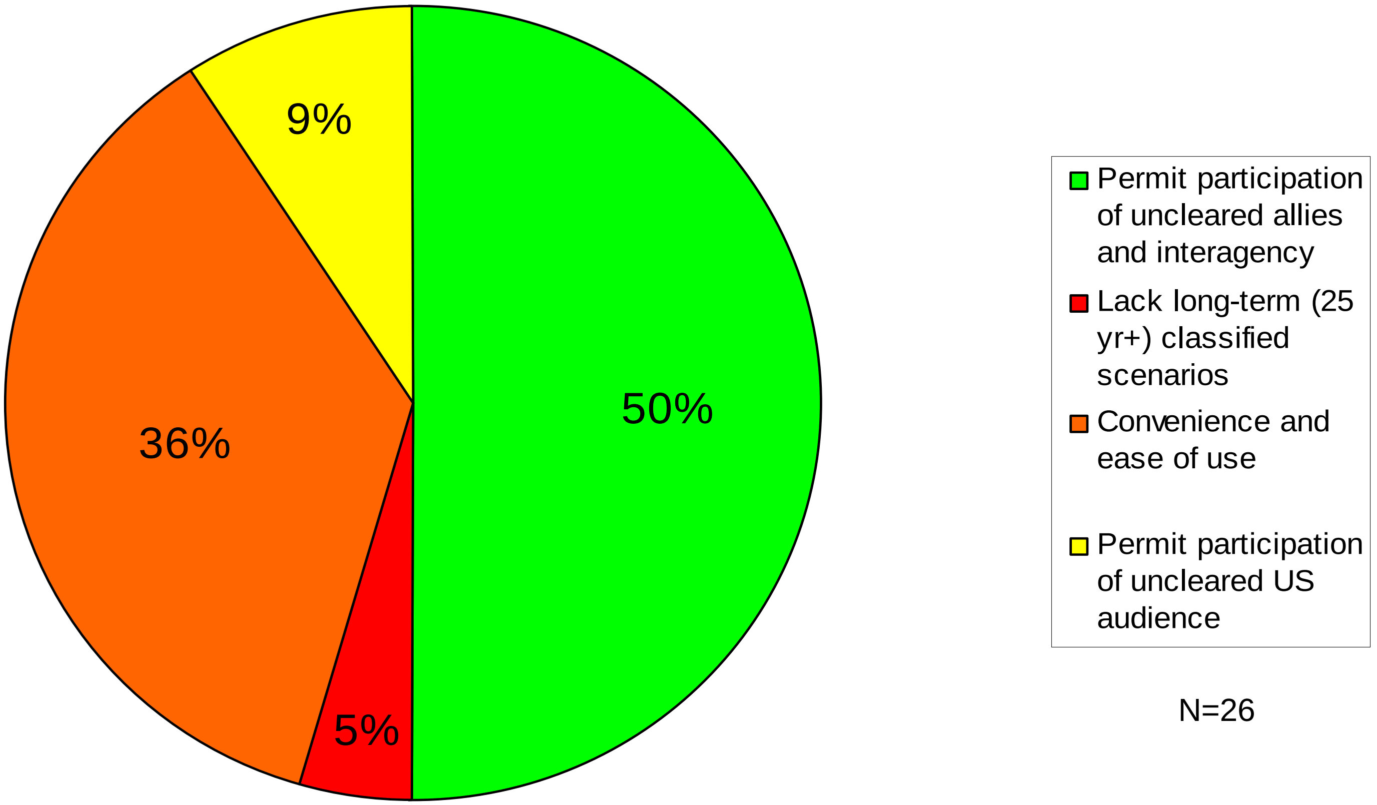
Question #14: Importance of Factors Influencing Decisions *NOT* to Use CLASSIFIED Scenarios – Service School/Academia Responses



Question #15
Aggregate Graphs
N = 26

Question: If your organization currently uses UNCLASSIFIED scenarios instead of CLASSIFIED scenarios, why?

Question #15: Reasons for Preferring UNCLASSIFIED Scenarios to CLASSIFIED Scenarios



Note: This question was an open-ended text question. Responses were coded and binned into these categories by IDA

Question #16 & 17 Aggregate Graphs

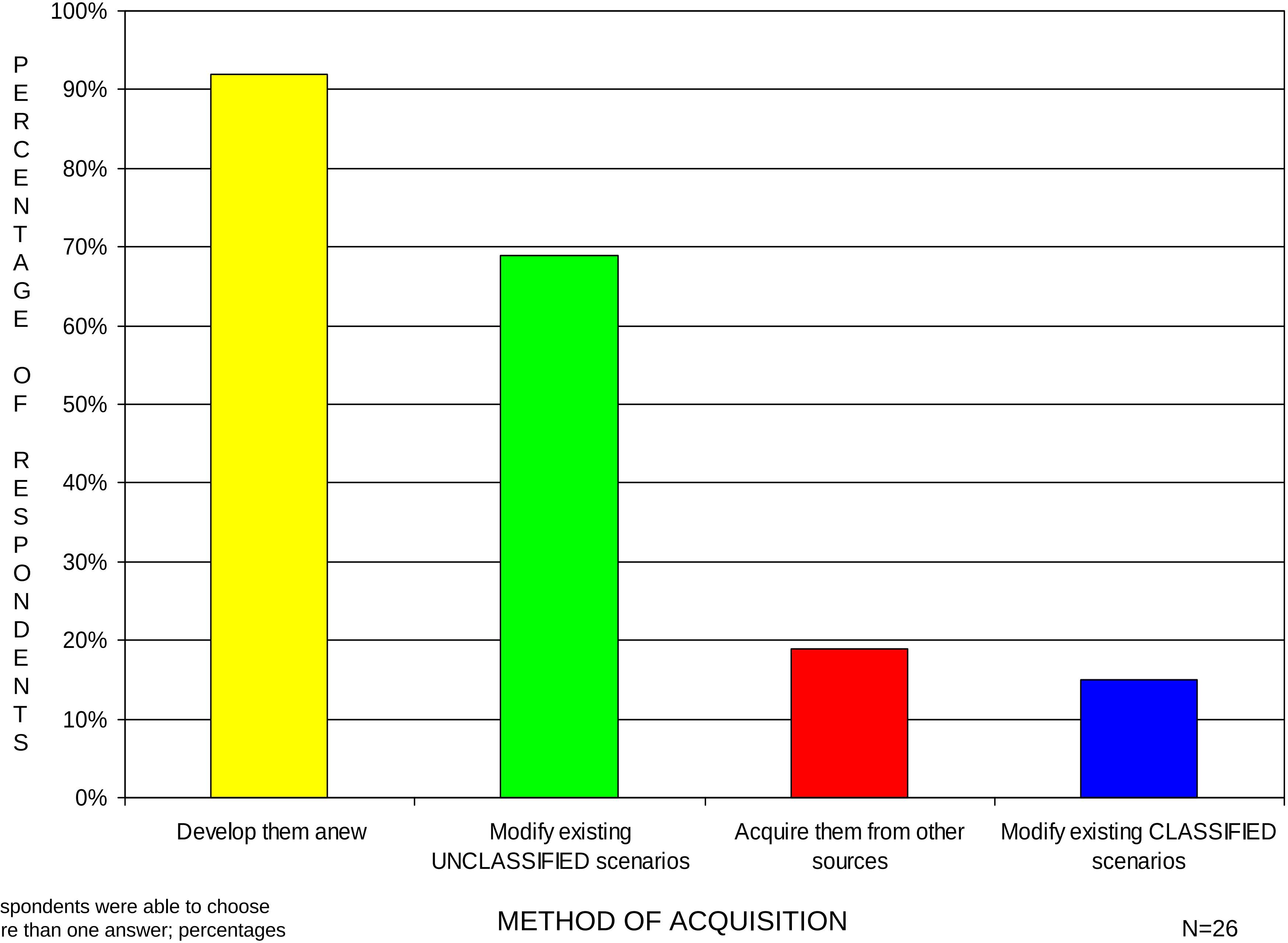
#16: N = 26
#17: N = 70

Question #16: If your organization currently uses UNCLASSIFIED scenarios, how do you acquire them?

Question #17: If your organization currently uses CLASSIFIED scenarios, how do you acquire them?

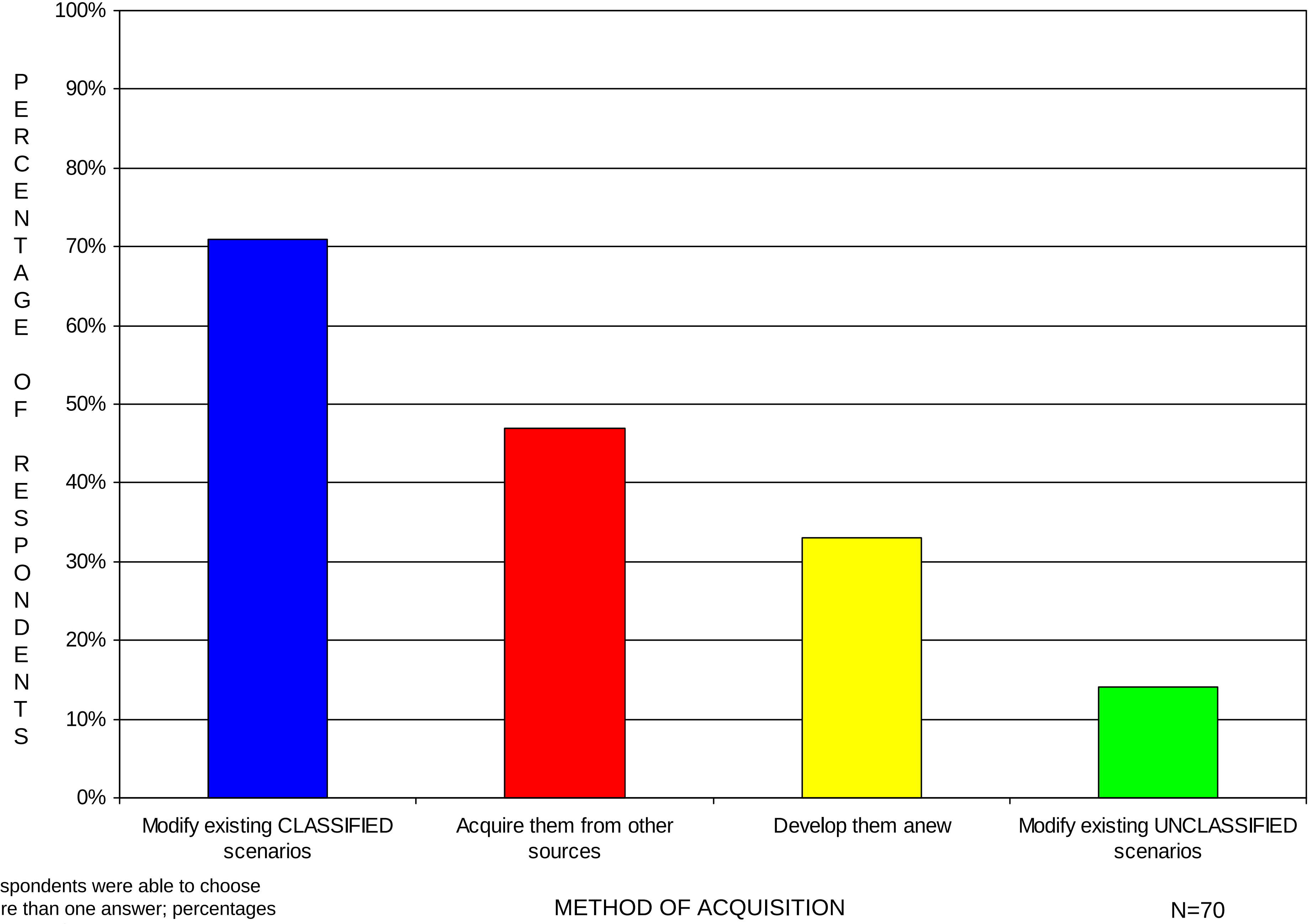
- Respondents were able to choose more than one answer; percentages will exceed 100

Question #16: Method of Acquiring UNCLASSIFIED Scenarios



- Respondents were able to choose more than one answer; percentages will exceed 100

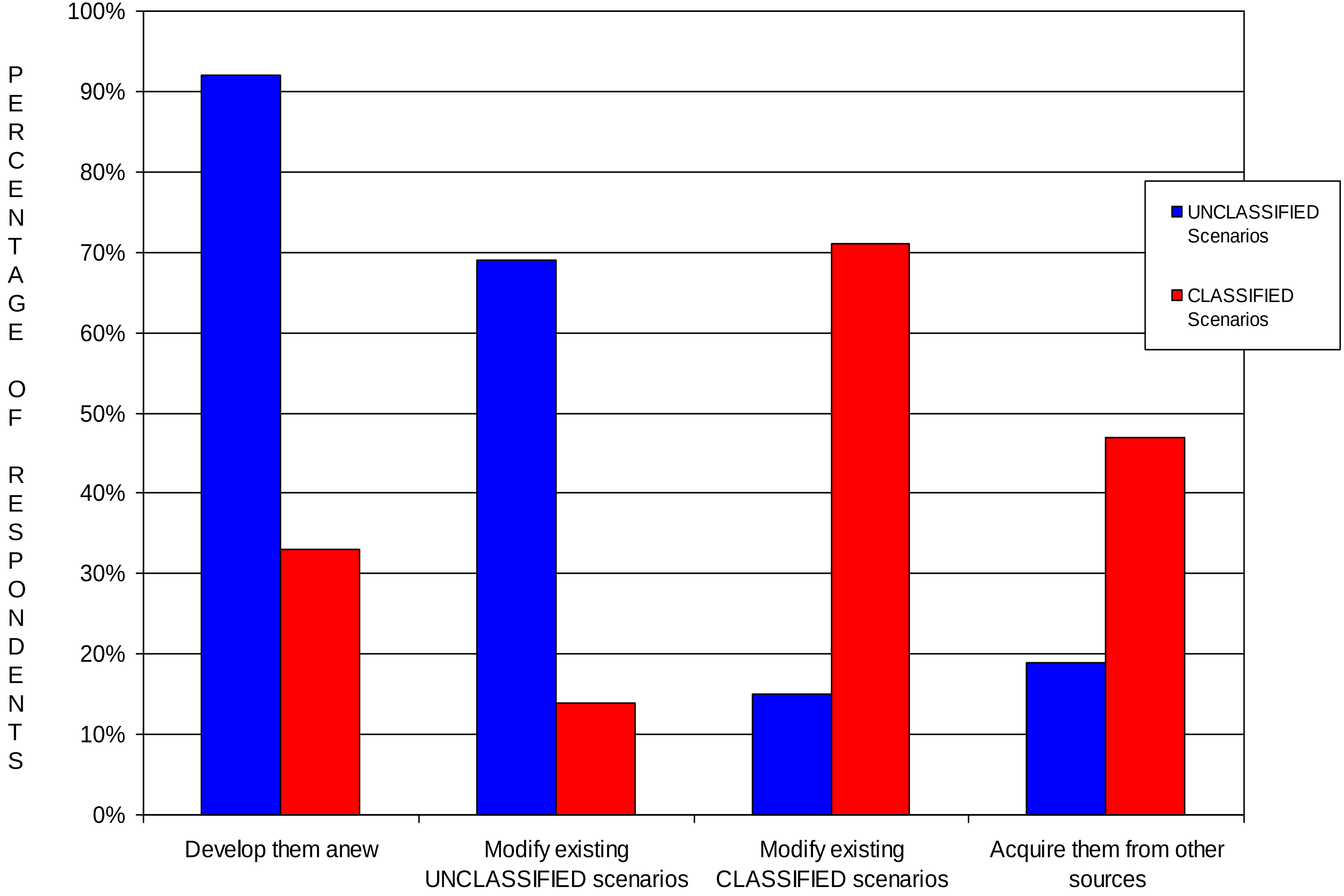
Question #17: Method of Acquiring CLASSIFIED Scenarios



- Respondents were able to choose more than one answer; percentages will exceed 100

N=70

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios



UNCLASSIFIED Scenarios: N=26

- Respondents were able to choose more than one answer; percentages will exceed 100

CLASSIFIED Scenarios: N=70

- Methods of acquisition ordered according to the order presented to respondents on the questionnaire

Question #16 & 17
Organizational Graphs

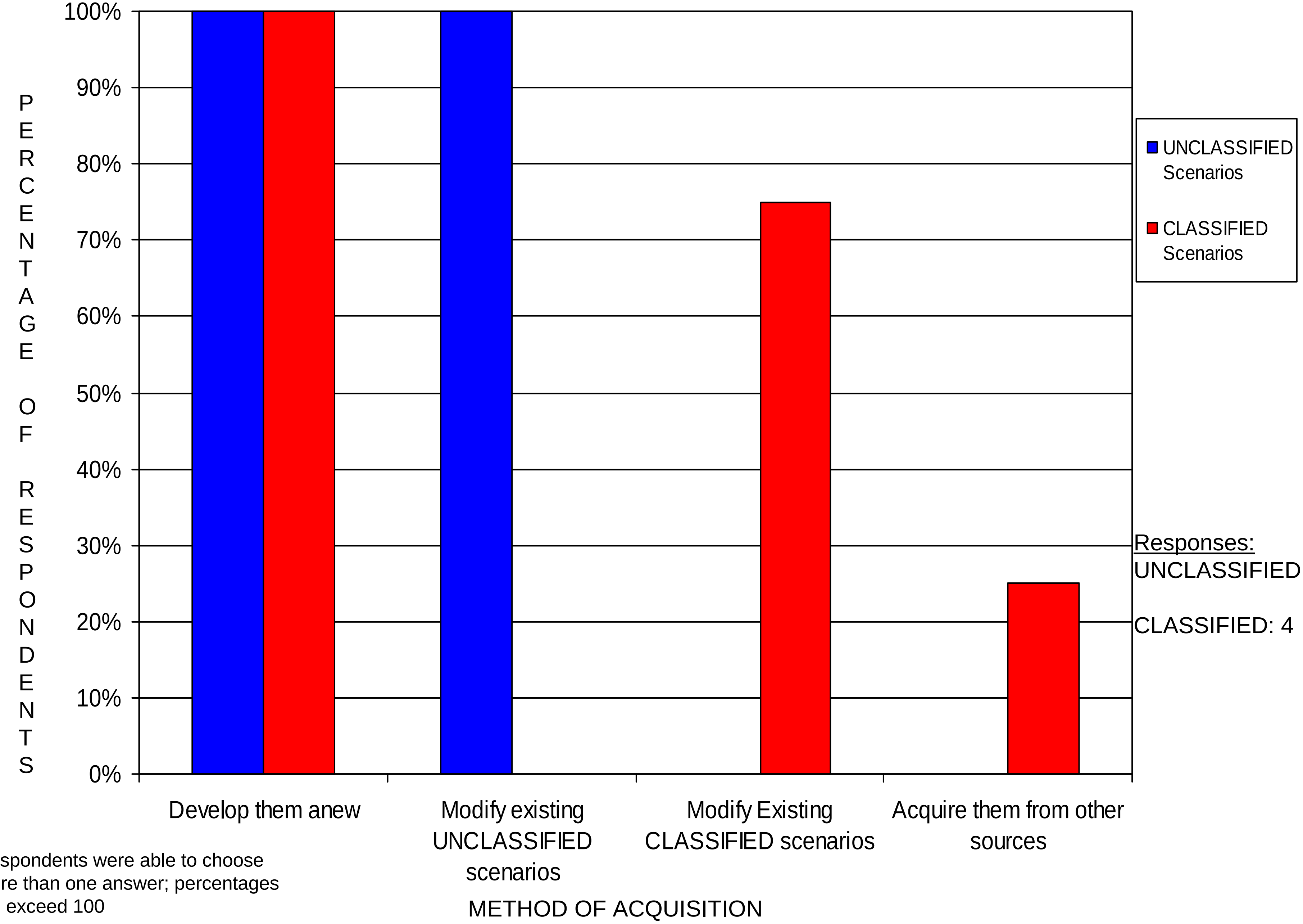
#16: N = 26
#17: N = 70

Question #16: If your organization currently uses UNCLASSIFIED scenarios, how do you acquire them?

Question #17: If your organization currently uses CLASSIFIED scenarios, how do you acquire them?

- Respondents were able to choose more than one answer; percentages will exceed 100

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – Allied Responses

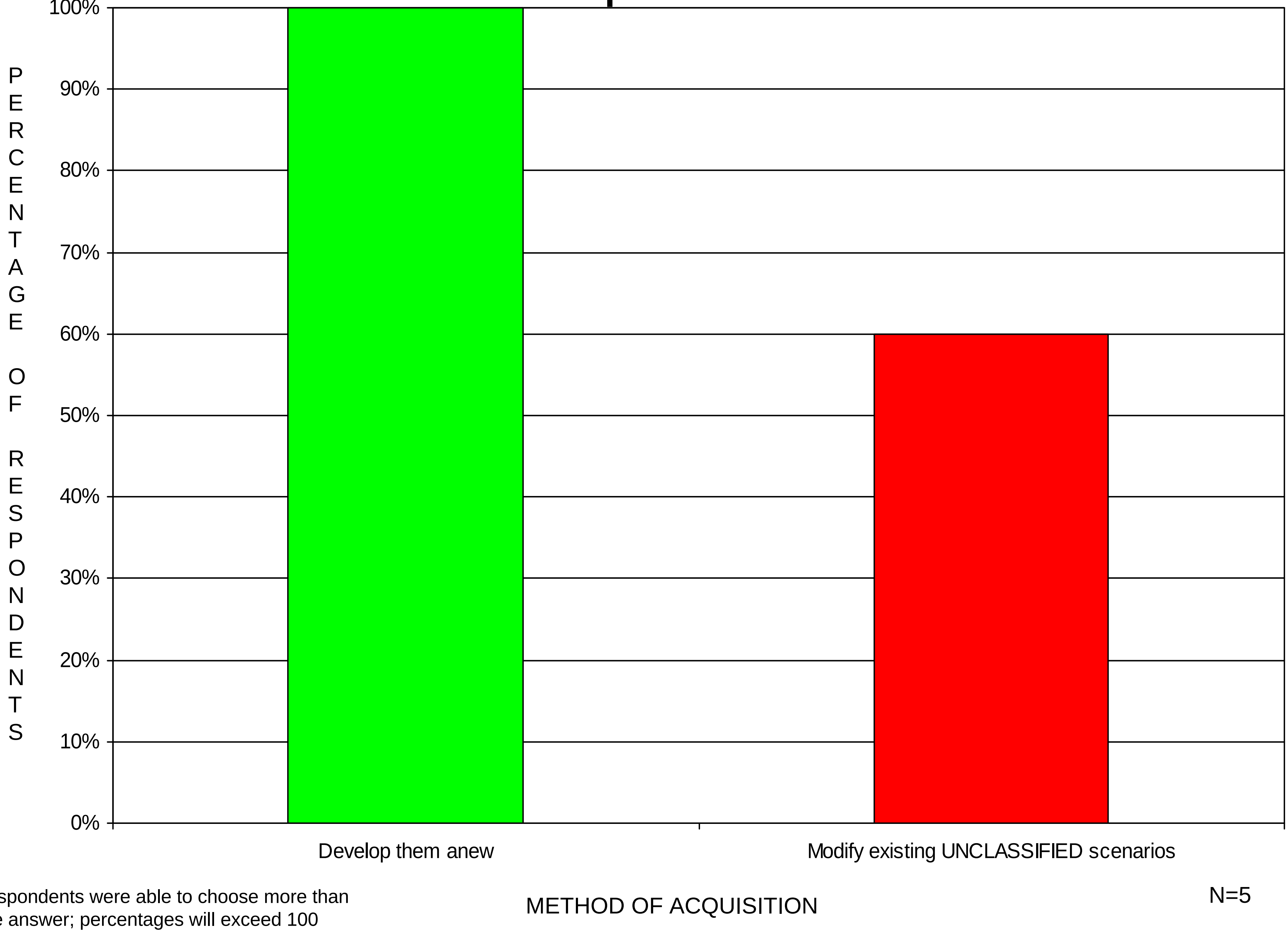


Responses:
UNCLASSIFIED: 1

CLASSIFIED: 4

- Respondents were able to choose more than one answer; percentages will exceed 100

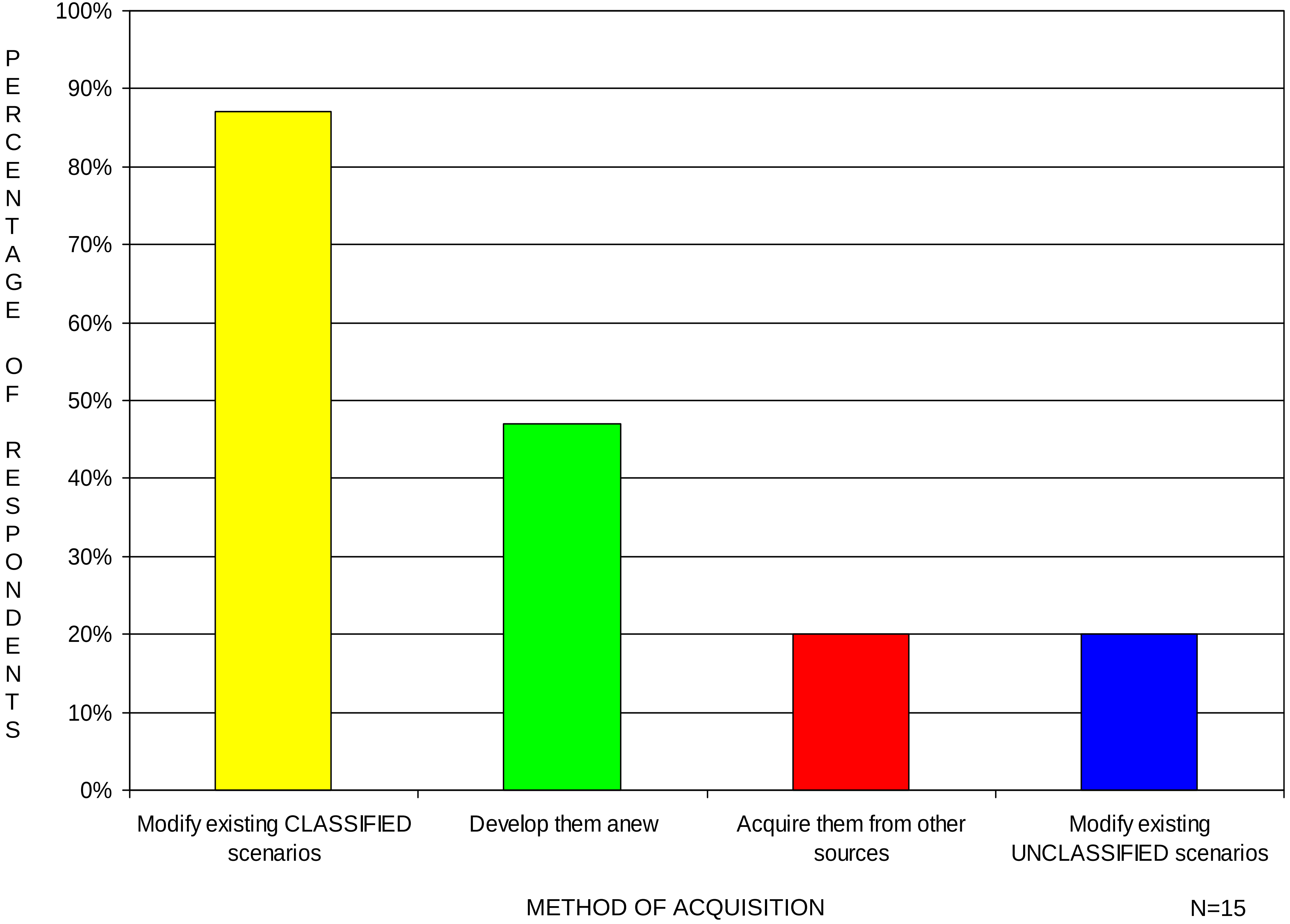
Question #16: Method of Acquiring UNCLASSIFIED Scenarios – COCOM Responses



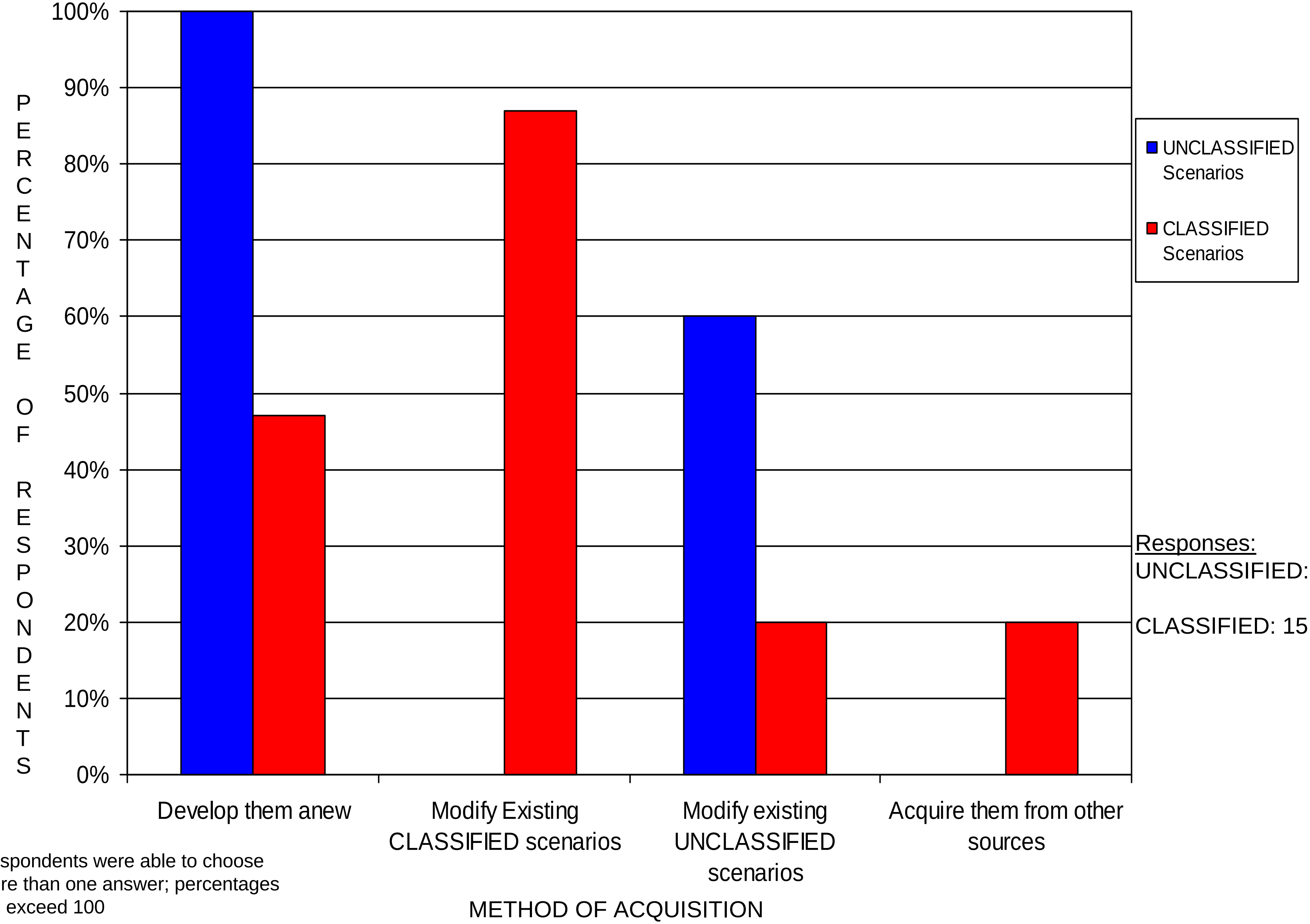
- Respondents were able to choose more than one answer; percentages will exceed 100

N=5

Question #17: Method of Acquiring CLASSIFIED Scenarios – COCOM Responses



Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – COCOM Responses

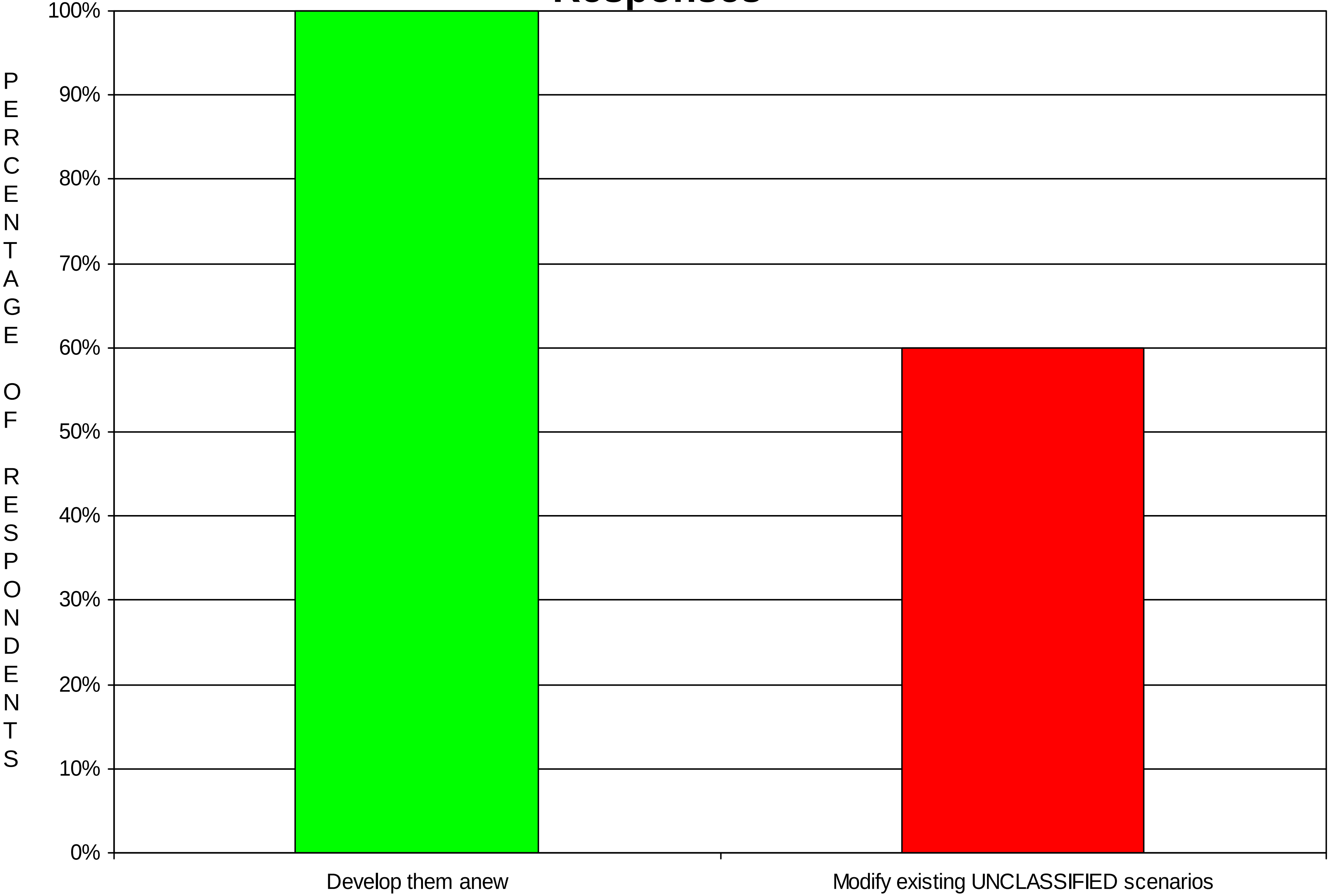


Responses:
UNCLASSIFIED: 5

CLASSIFIED: 15

- Respondents were able to choose more than one answer; percentages will exceed 100

Question #16: Method of Acquiring UNCLASSIFIED Scenarios – Industry Responses

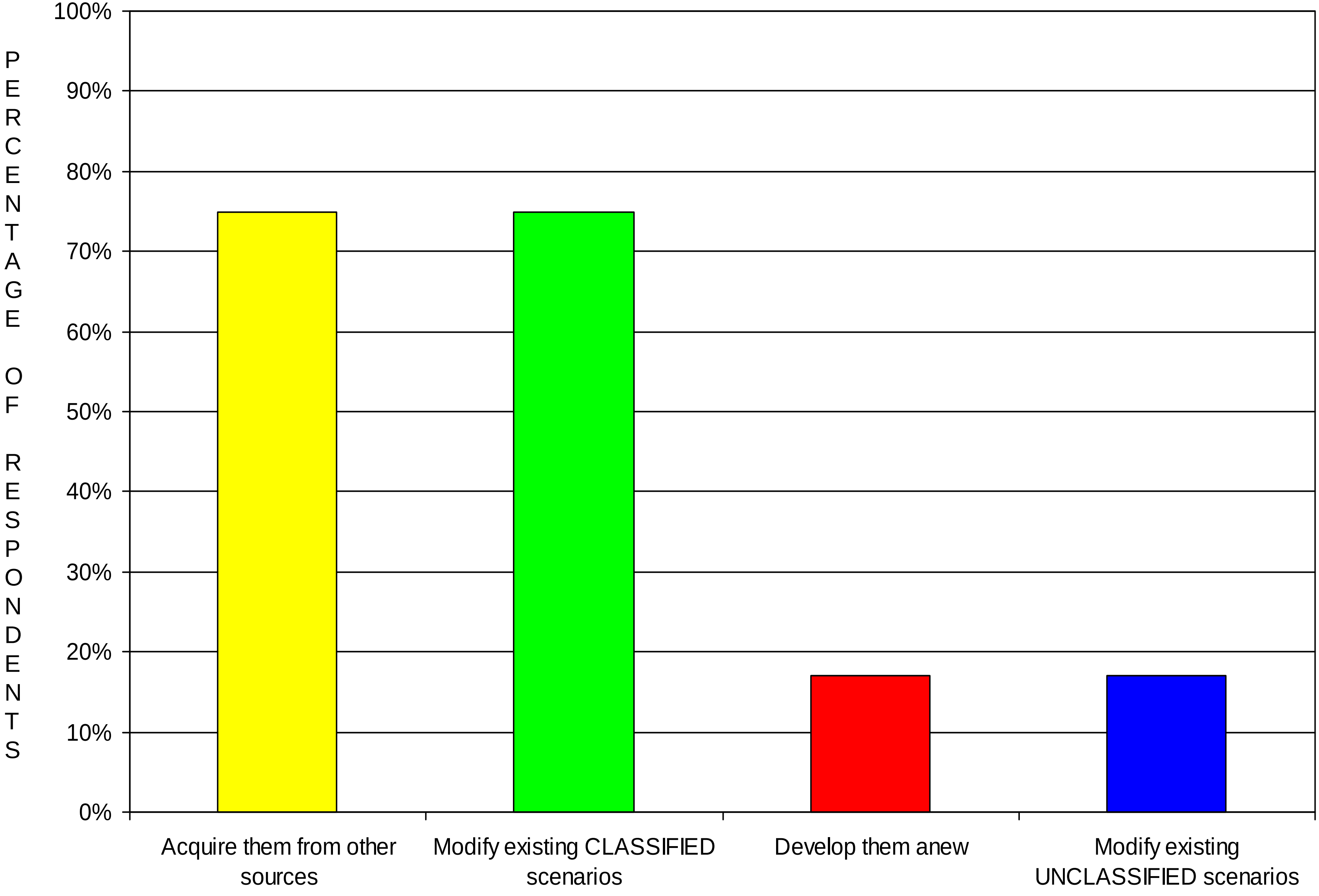


- Respondents were able to choose more than one answer; percentages will exceed 100

METHOD OF ACQUISITION

N=5

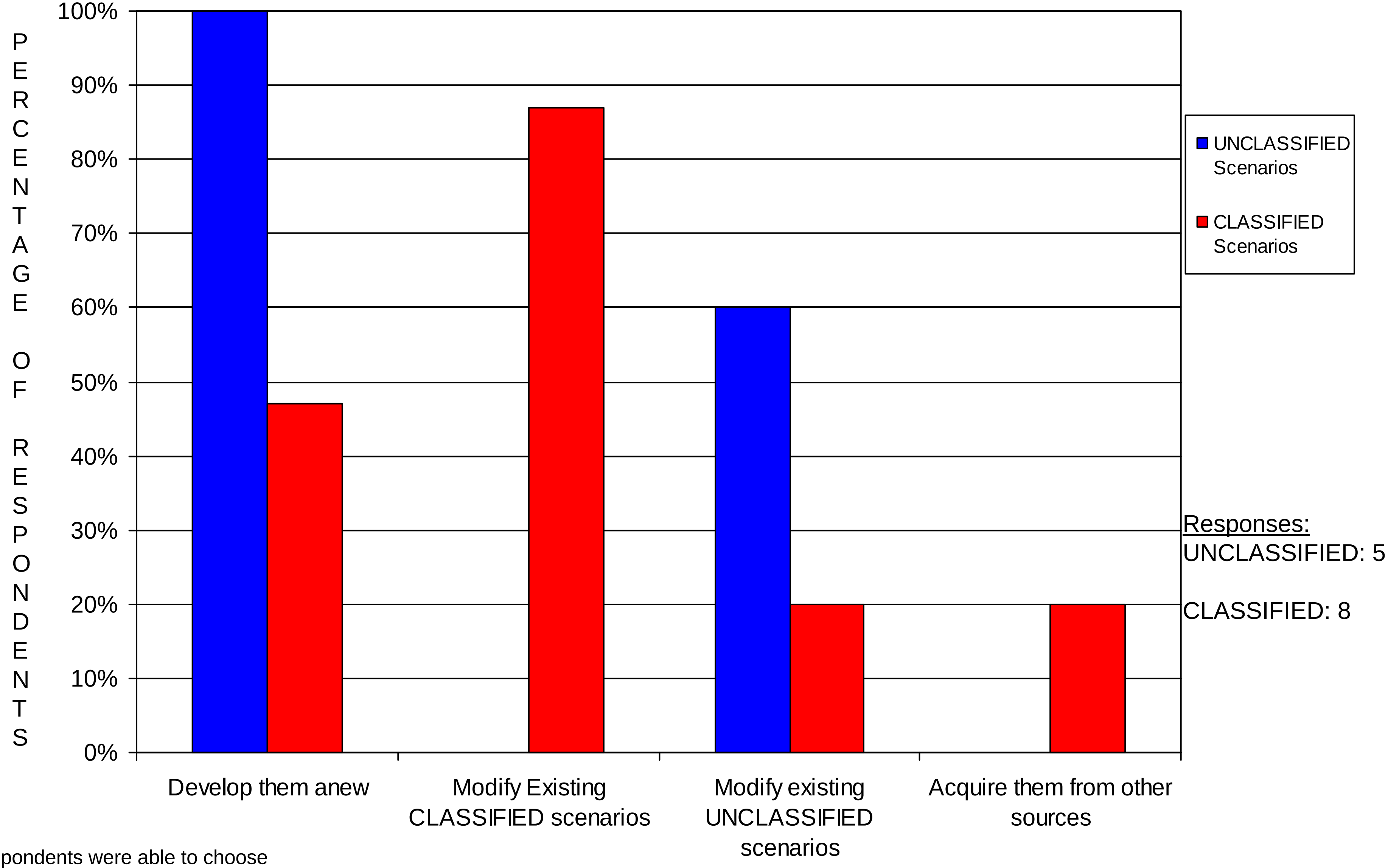
Question #17: Method of Acquiring CLASSIFIED Scenarios – Industry Responses



- Respondents were able to choose more than one answer; percentages will exceed 100

N=8

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – Industry Responses



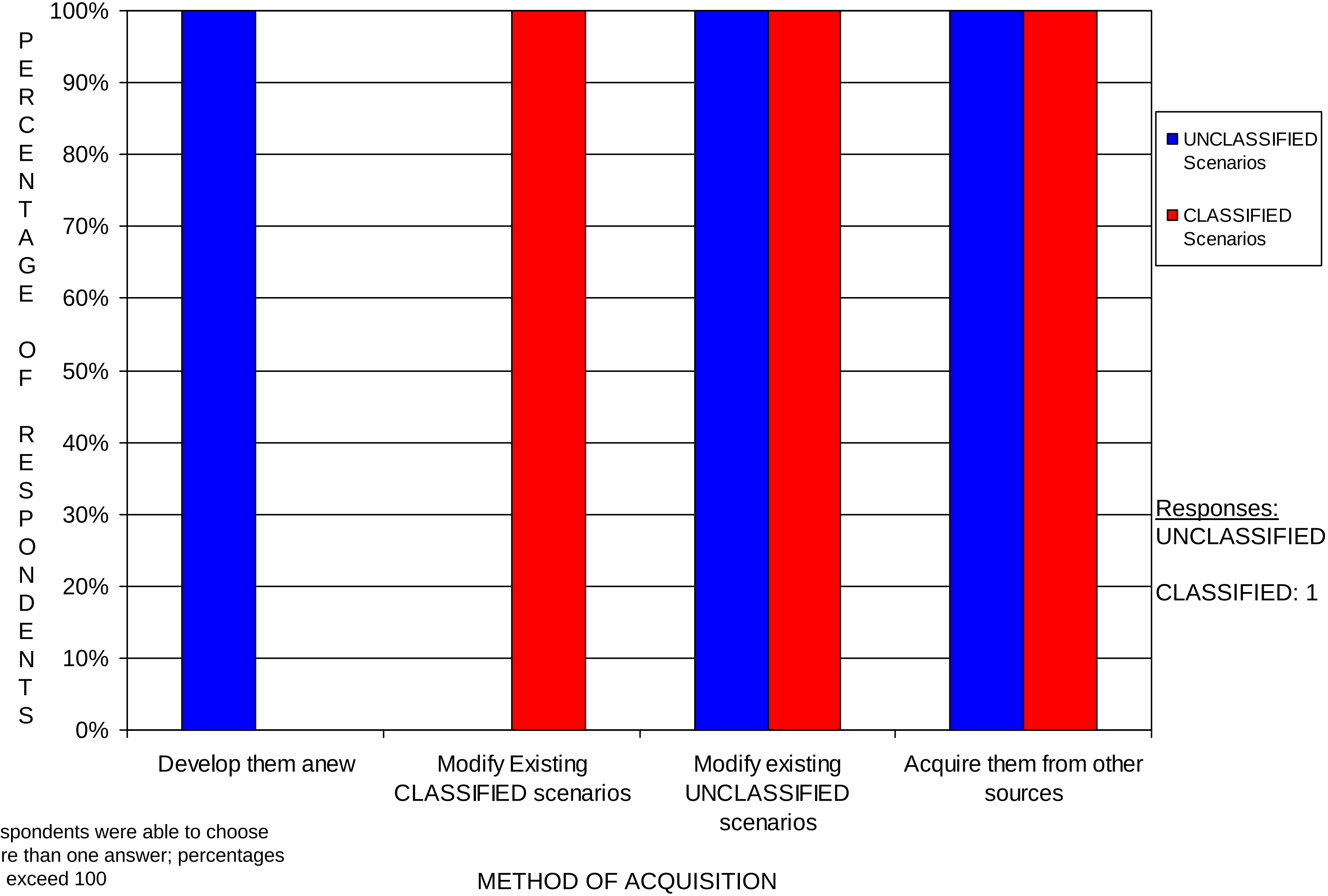
Responses:
UNCLASSIFIED: 5

CLASSIFIED: 8

METHOD OF ACQUISITION

- Respondents were able to choose more than one answer; percentages will exceed 100

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – Interagency Responses

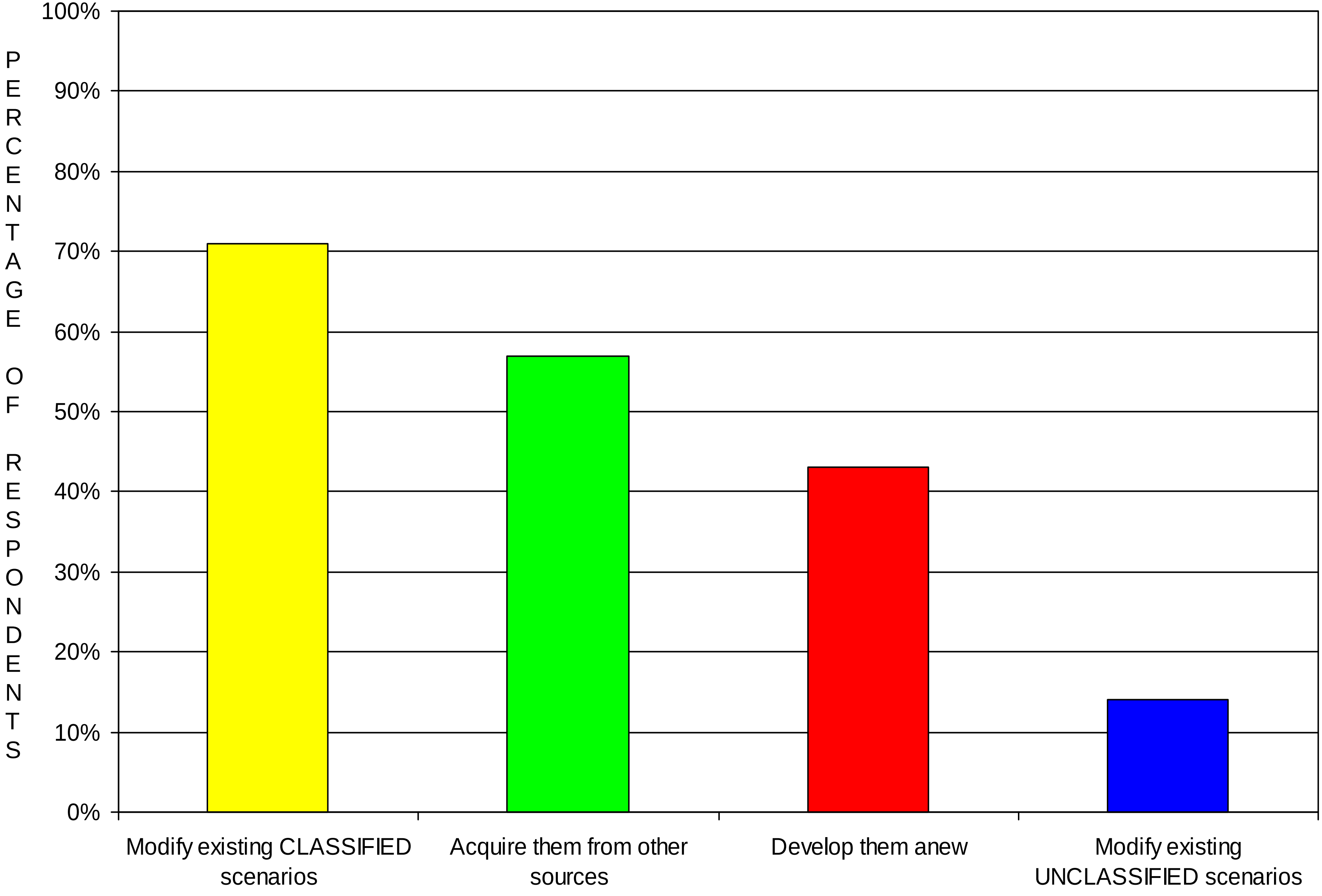


Responses:
UNCLASSIFIED: 1

CLASSIFIED: 1

- Respondents were able to choose more than one answer; percentages will exceed 100

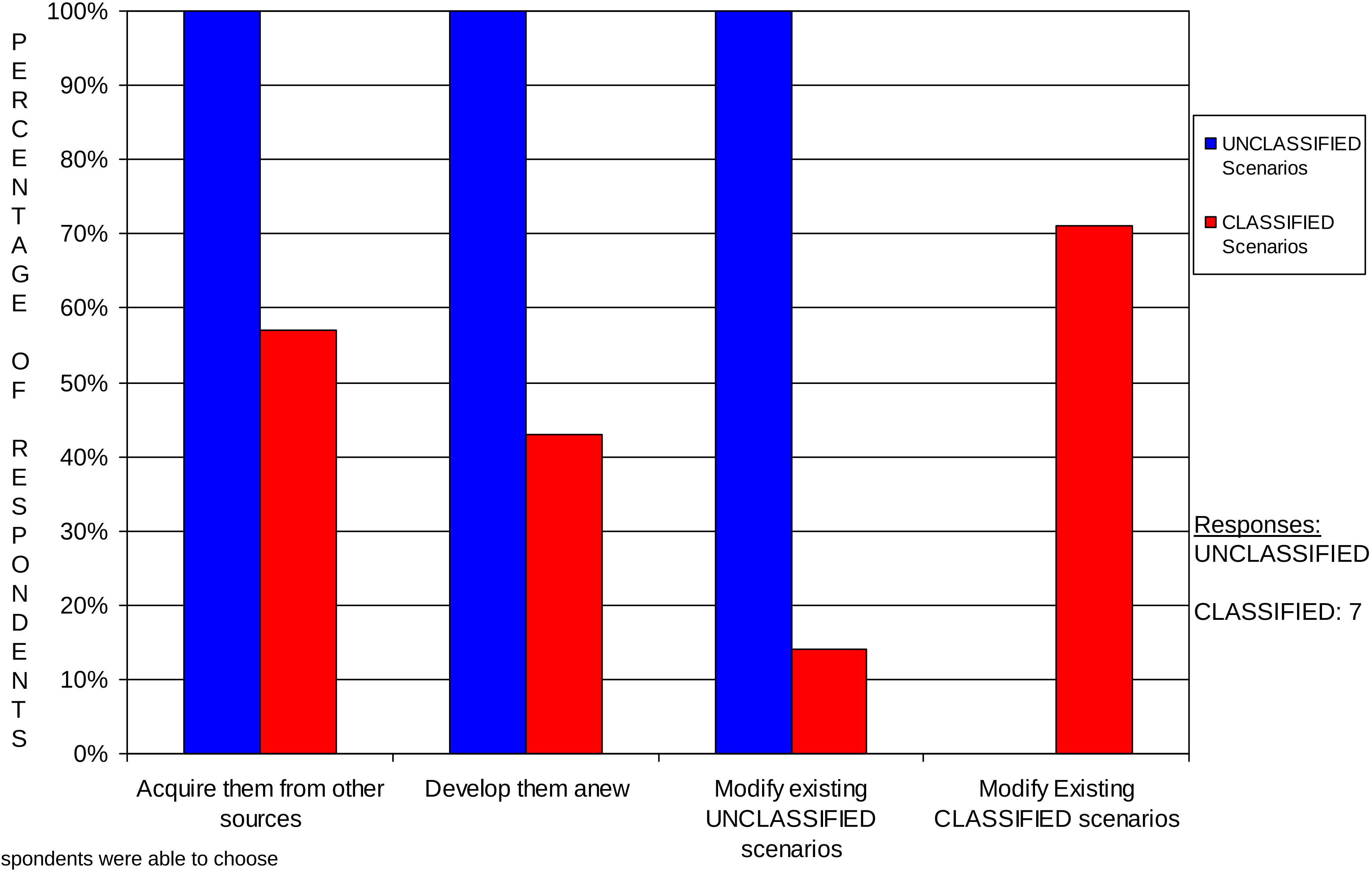
Question #17: Method of Acquiring CLASSIFIED Scenarios – Joint Staff Responses



- Respondents were able to choose more than one answer; percentages will exceed 100

N=7

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – Joint Staff Responses

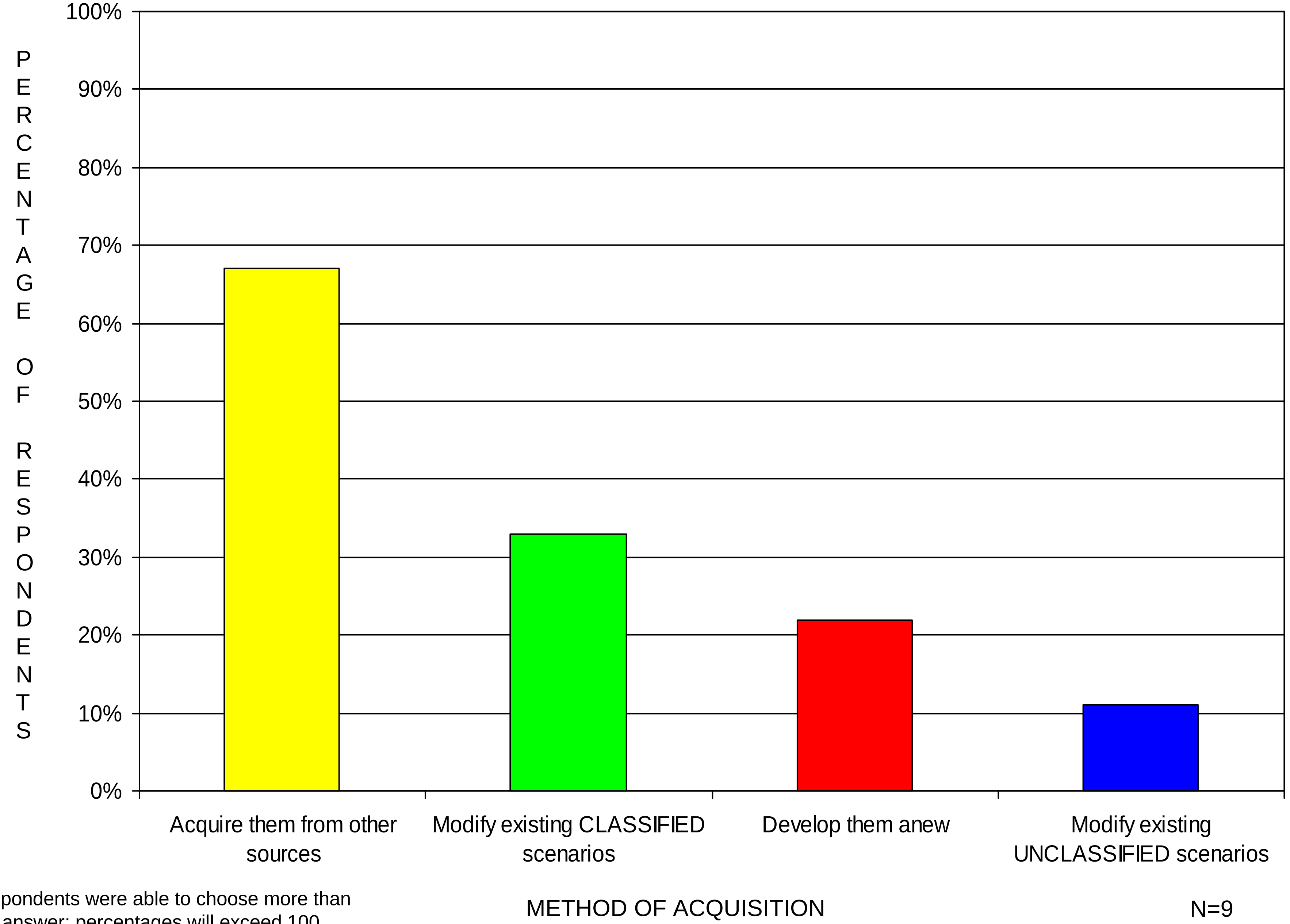


Responses:
UNCLASSIFIED: 1

CLASSIFIED: 7

- Respondents were able to choose more than one answer; percentages will exceed 100

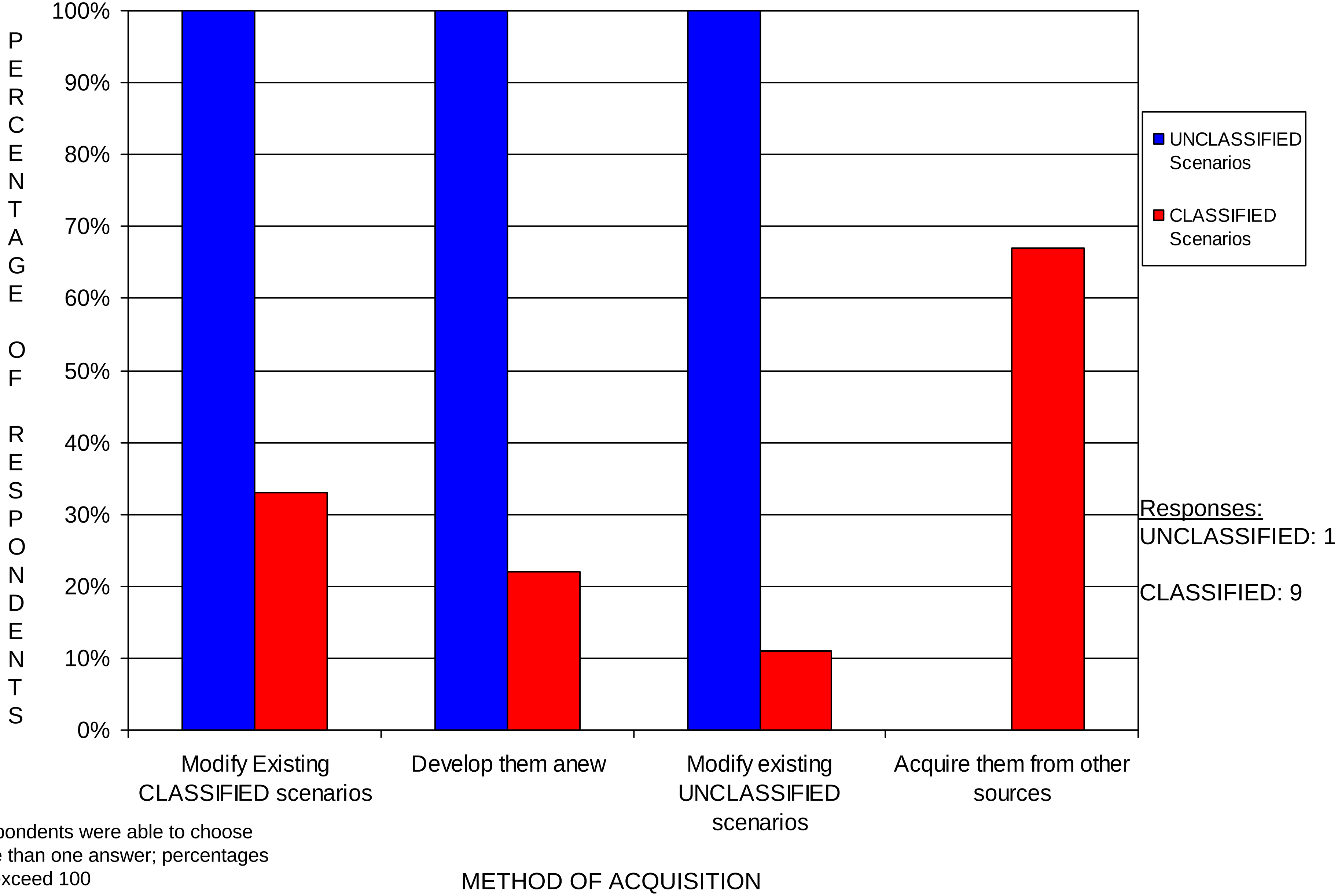
Question #17: Method of Acquiring CLASSIFIED Scenarios – OSD Responses



- Respondents were able to choose more than one answer; percentages will exceed 100

N=9

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – OSD Responses

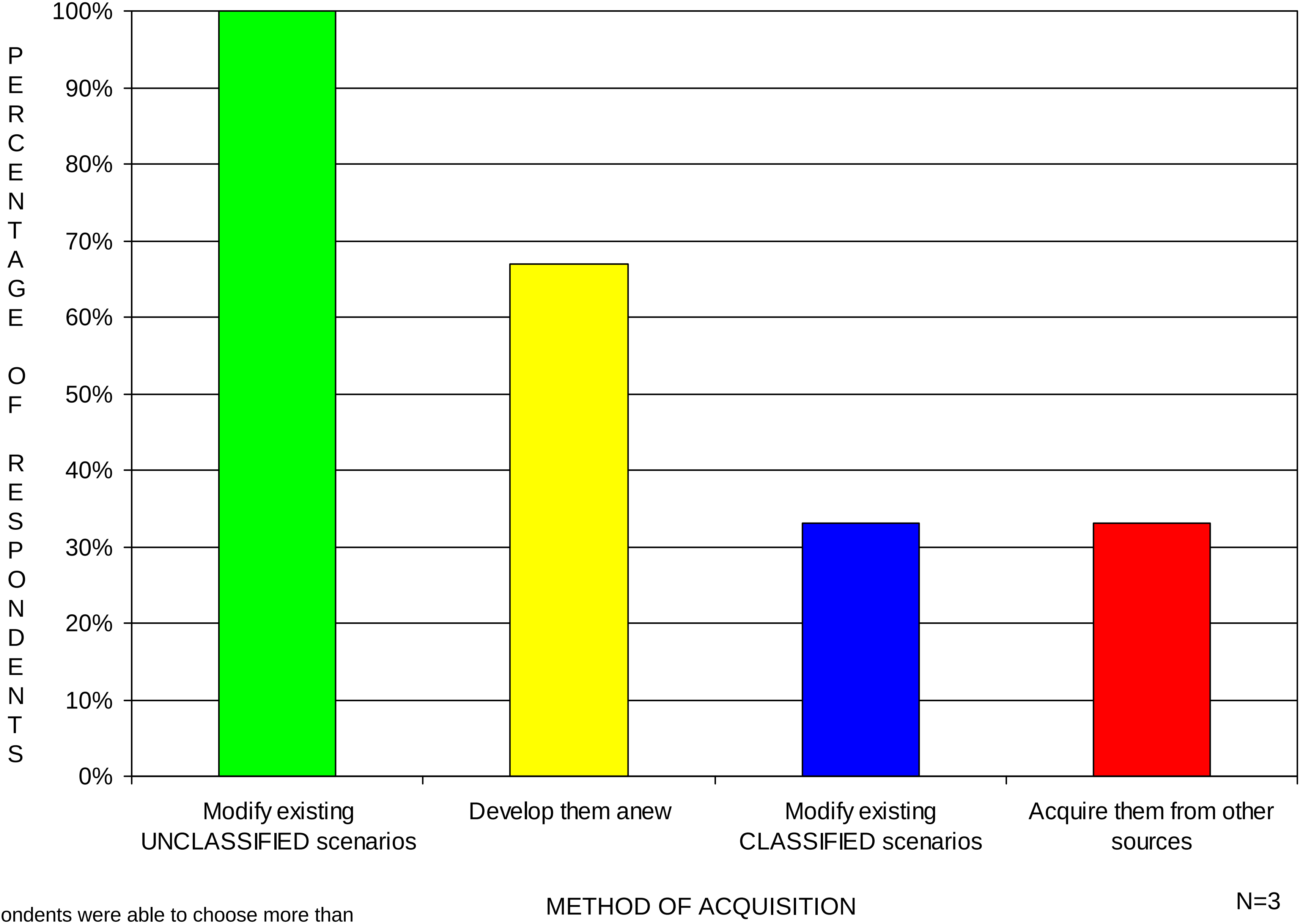


Responses:
UNCLASSIFIED: 1

CLASSIFIED: 9

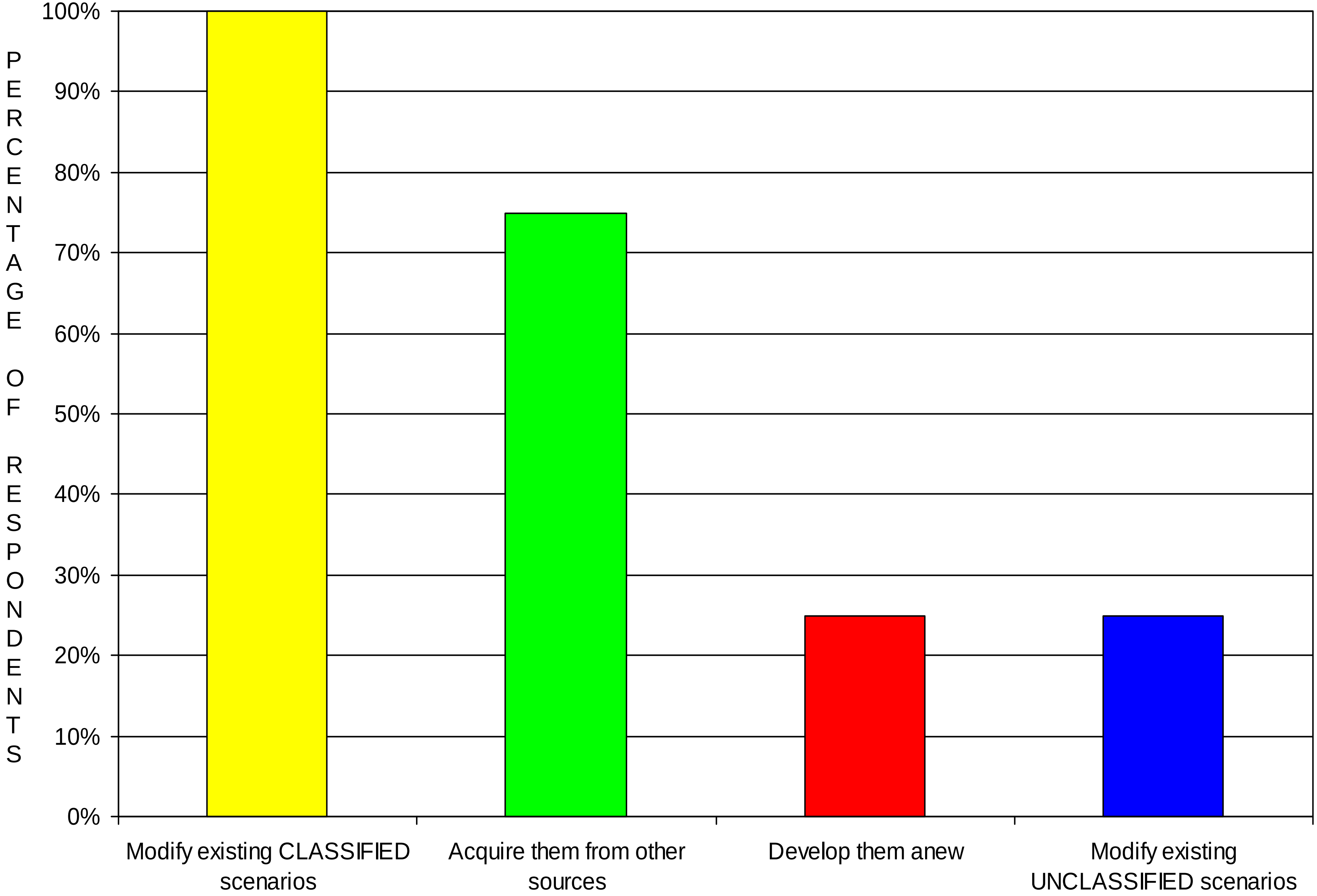
- Respondents were able to choose more than one answer; percentages will exceed 100

Question #16: Method of Acquiring UNCLASSIFIED Scenarios – “Other” Responses



- Respondents were able to choose more than one answer; percentages will exceed 100

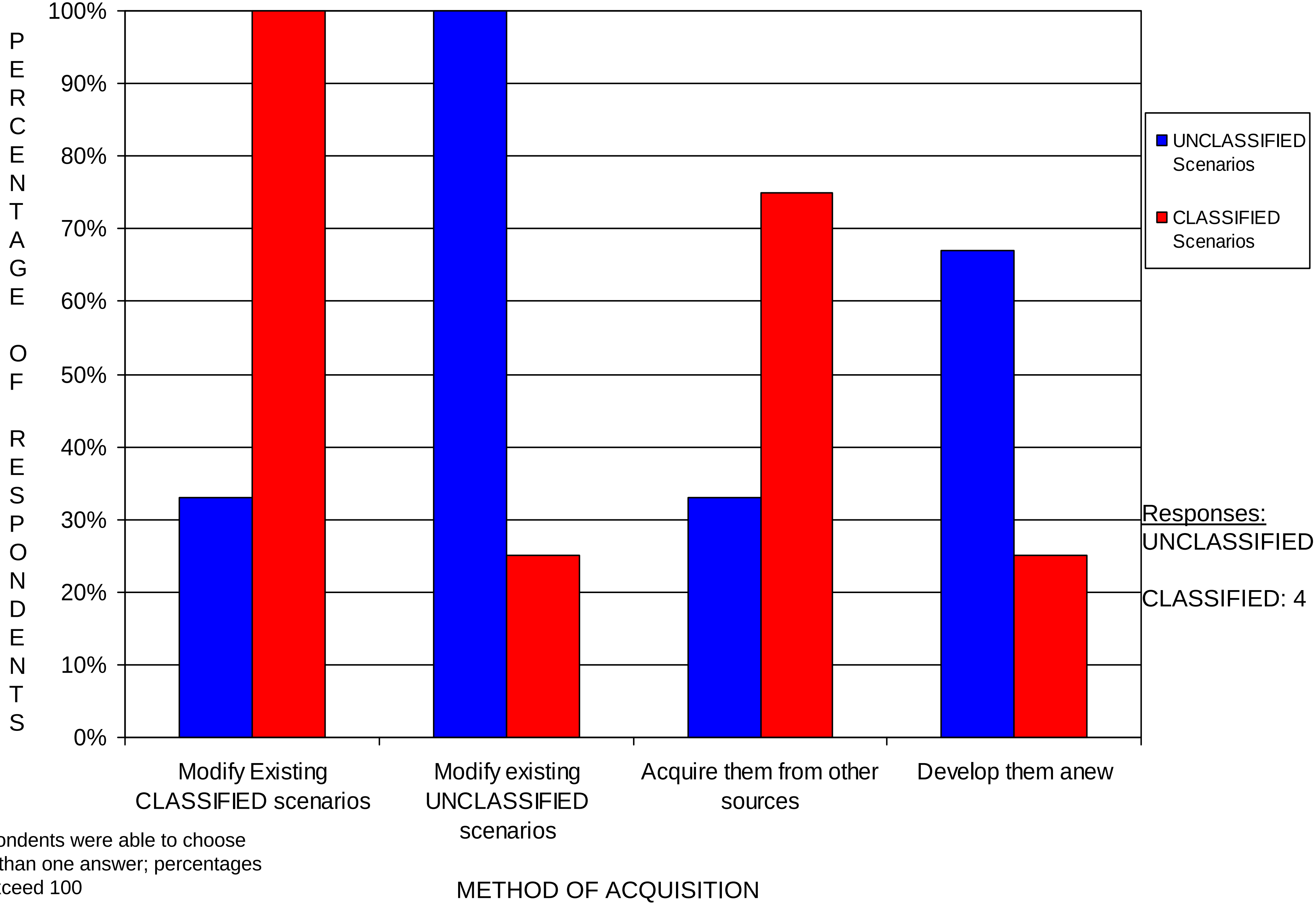
Question #17: Method of Acquiring CLASSIFIED Scenarios – "Other" Responses



- Respondents were able to choose more than one answer; percentages will exceed 100

N=4

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – “Other” Responses

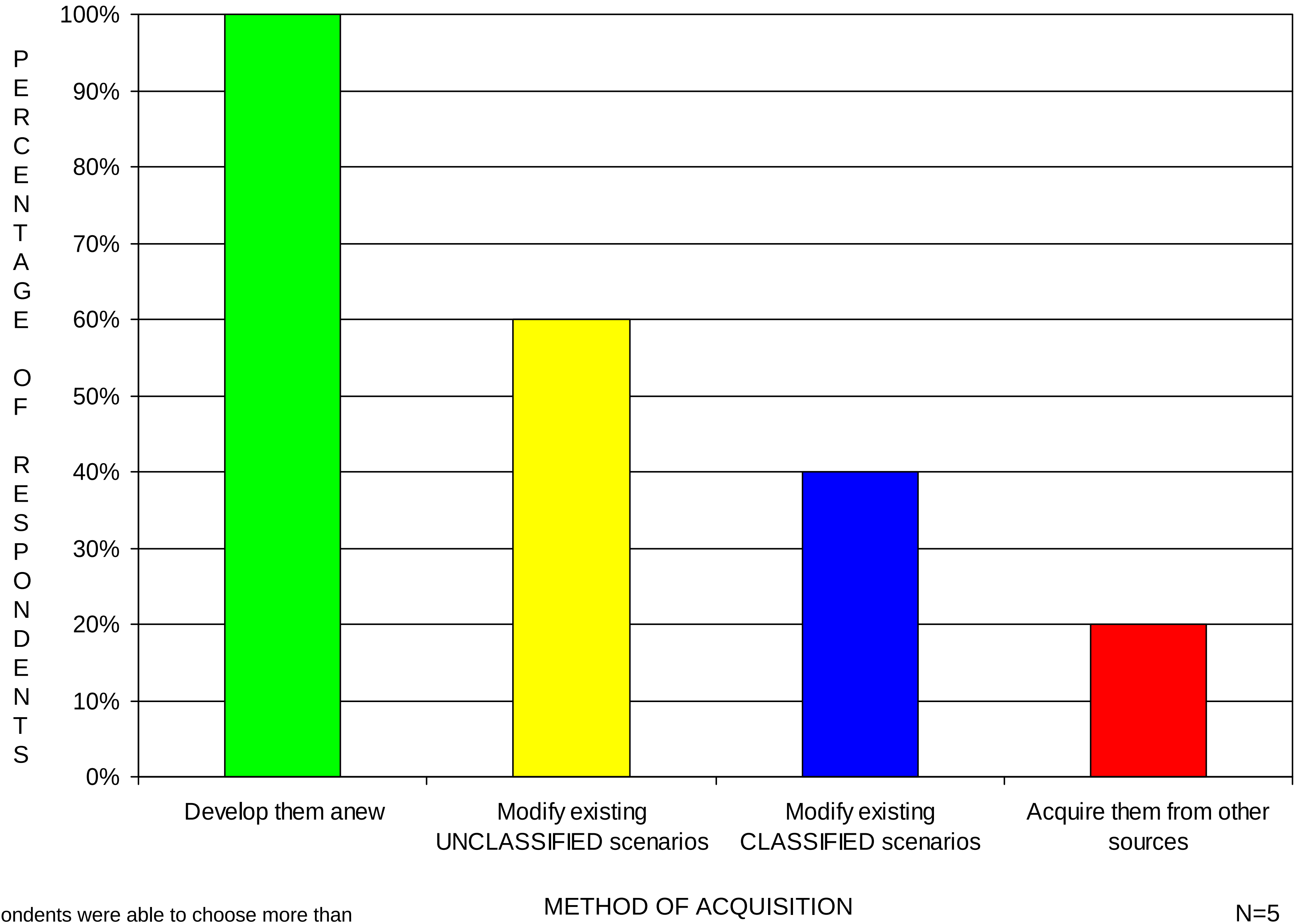


Responses:
UNCLASSIFIED: 3

CLASSIFIED: 4

- Respondents were able to choose more than one answer; percentages will exceed 100

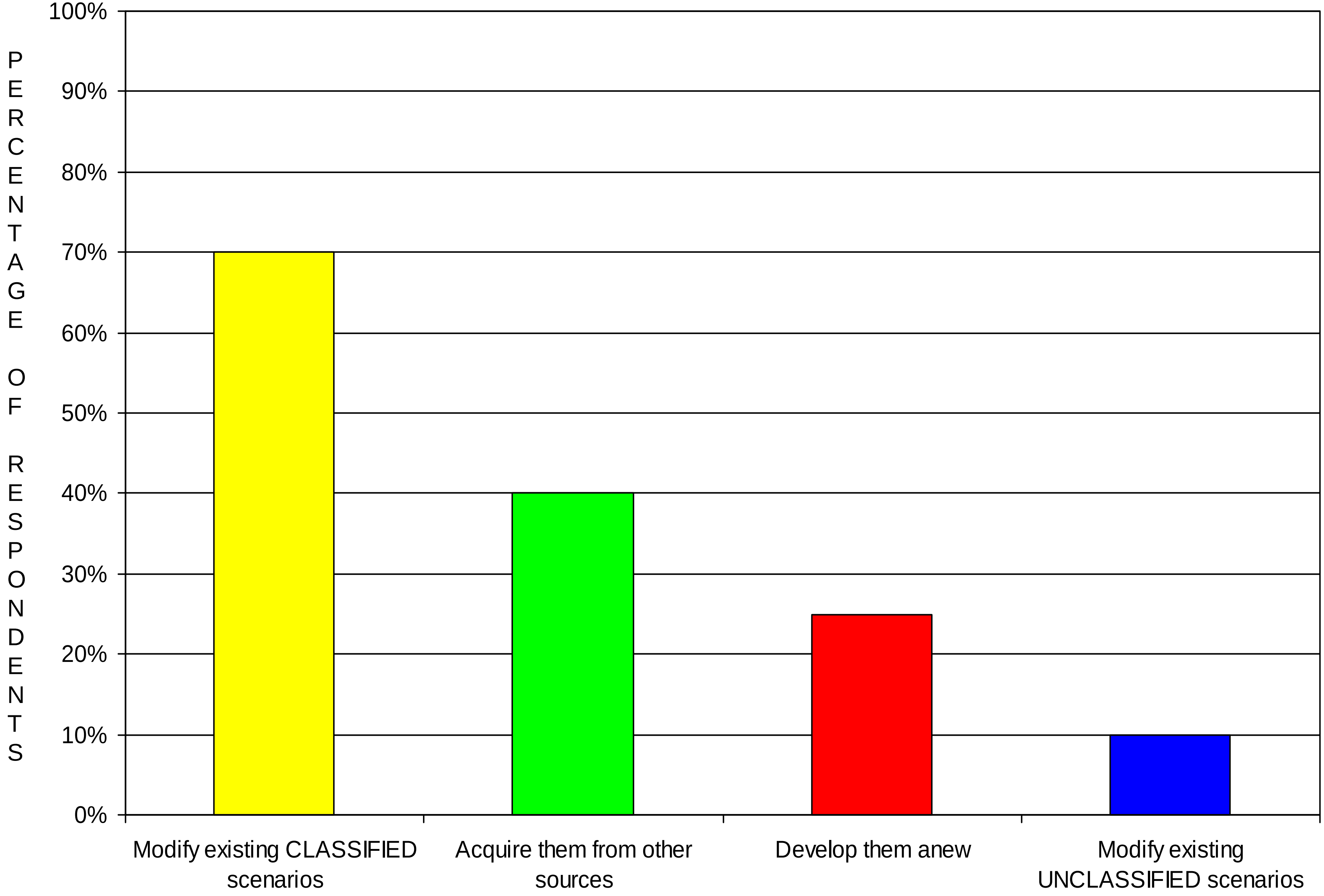
Question #16: Method of Acquiring UNCLASSIFIED Scenarios – Service Responses



- Respondents were able to choose more than one answer; percentages will exceed 100

N=5

Question #17: Method of Acquiring CLASSIFIED Scenarios – Service Responses

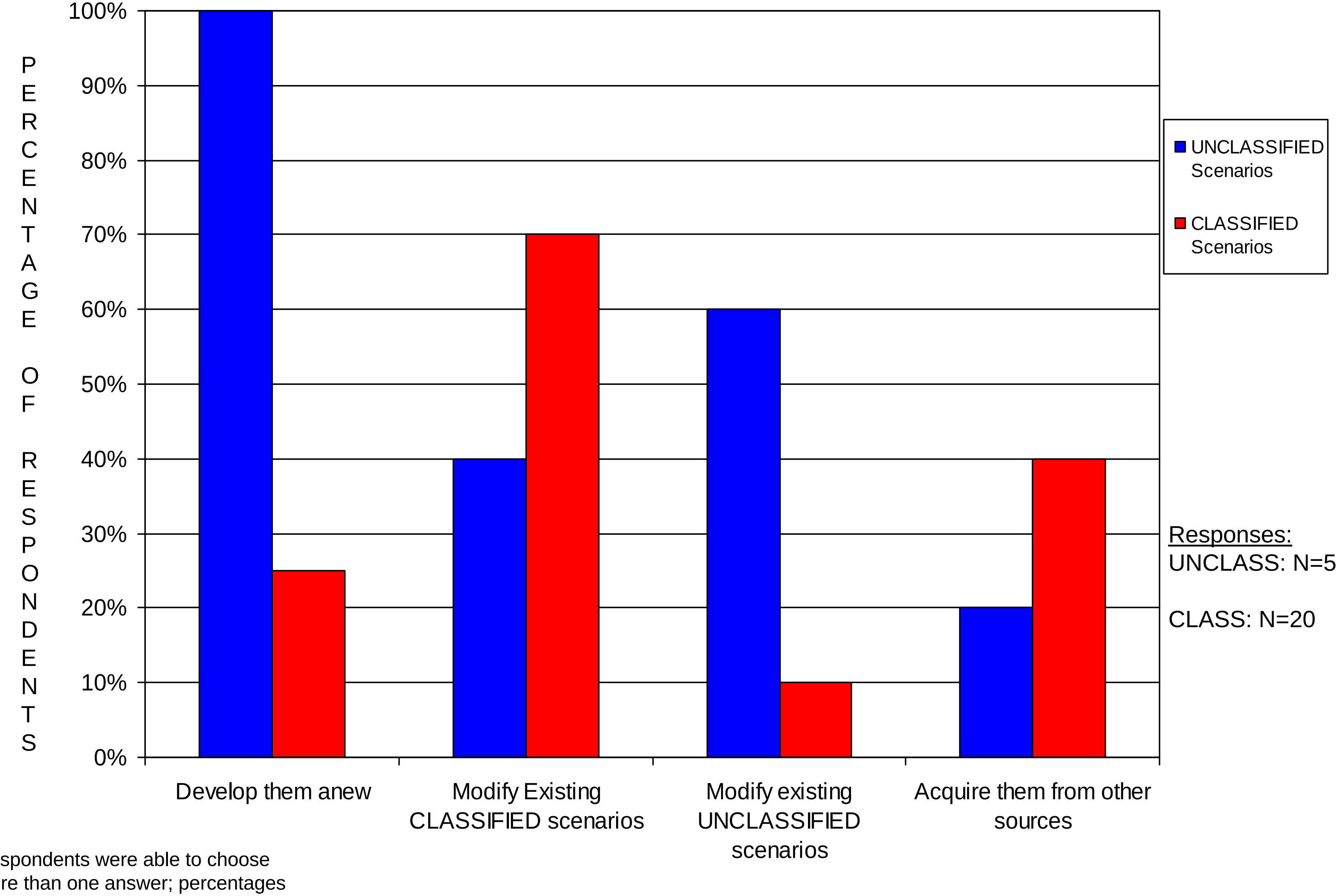


METHOD OF ACQUISITION

N=20

- Respondents were able to choose more than one answer; percentages will exceed 100

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – Service Responses

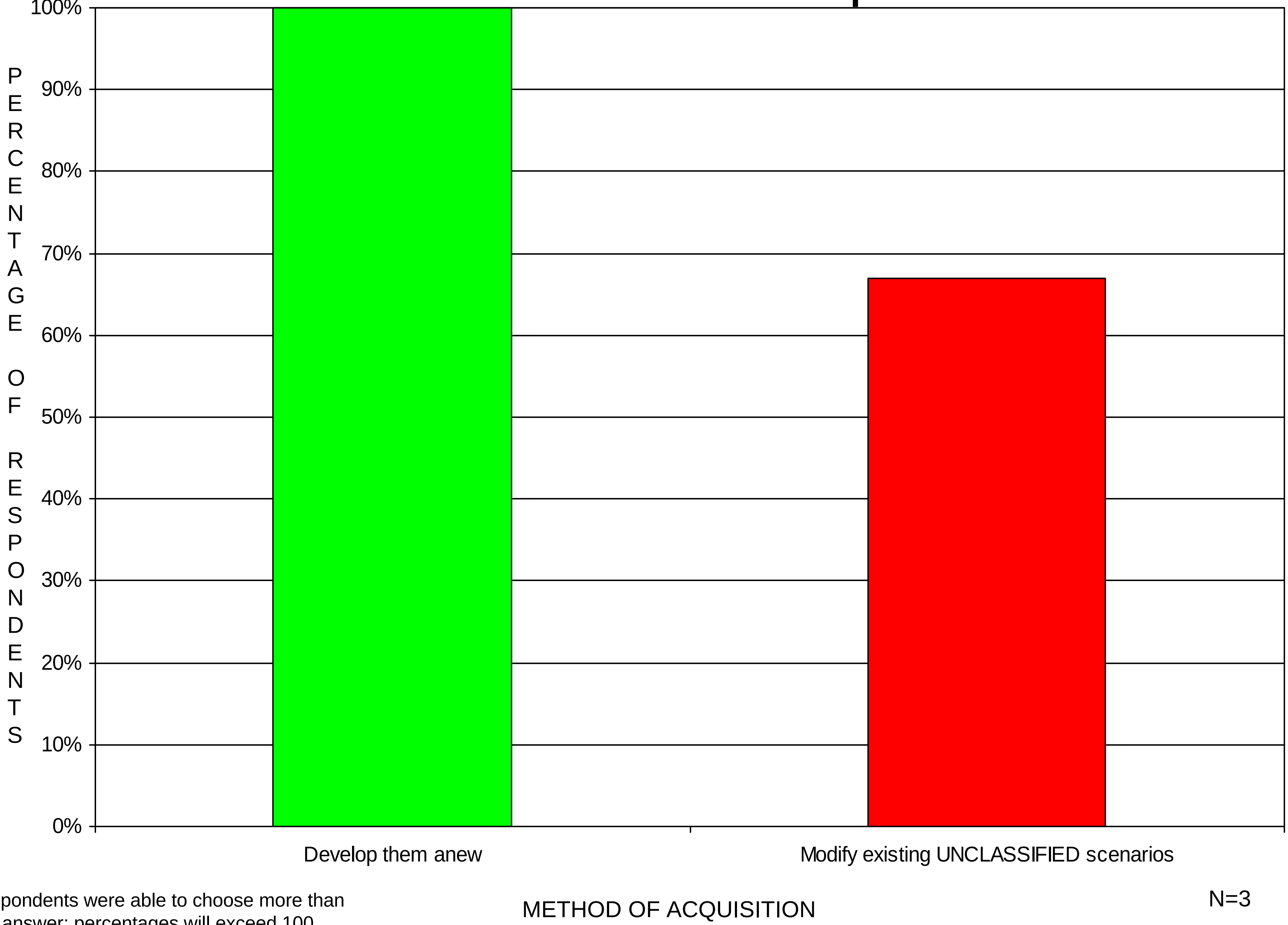


Responses:
UNCLASS: N=5

CLASS: N=20

- Respondents were able to choose more than one answer; percentages will exceed 100

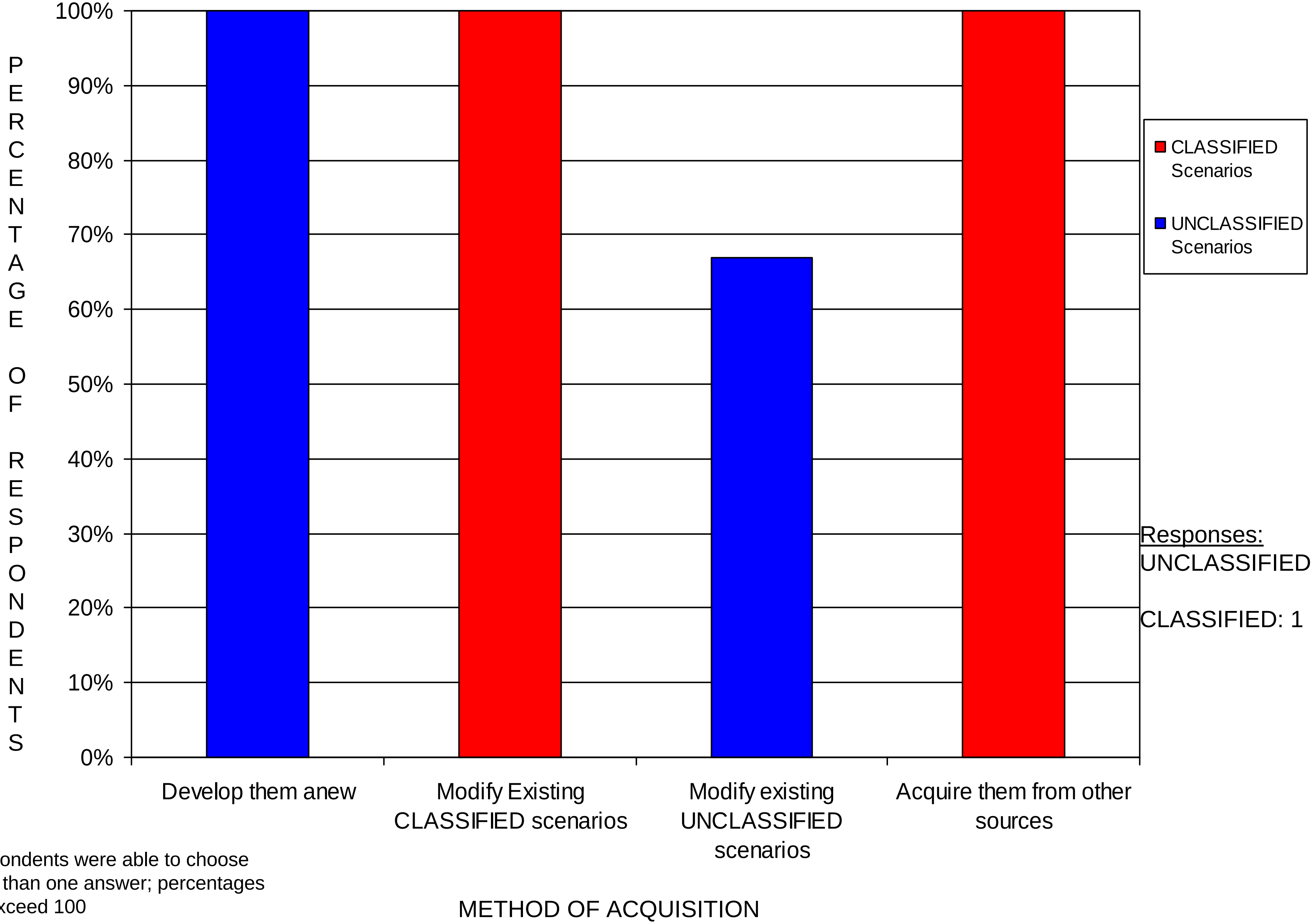
Question #16: Method of Acquiring UNCLASSIFIED Scenarios – Service Schools/Academia Responses



- Respondents were able to choose more than one answer; percentages will exceed 100

N=3

Question #16 & 17: Acquisition of UNCLASSIFIED and CLASSIFIED Scenarios – Service Schools/Academia Responses



Responses:
UNCLASSIFIED: 3

CLASSIFIED: 1

- Respondents were able to choose more than one answer; percentages will exceed 100

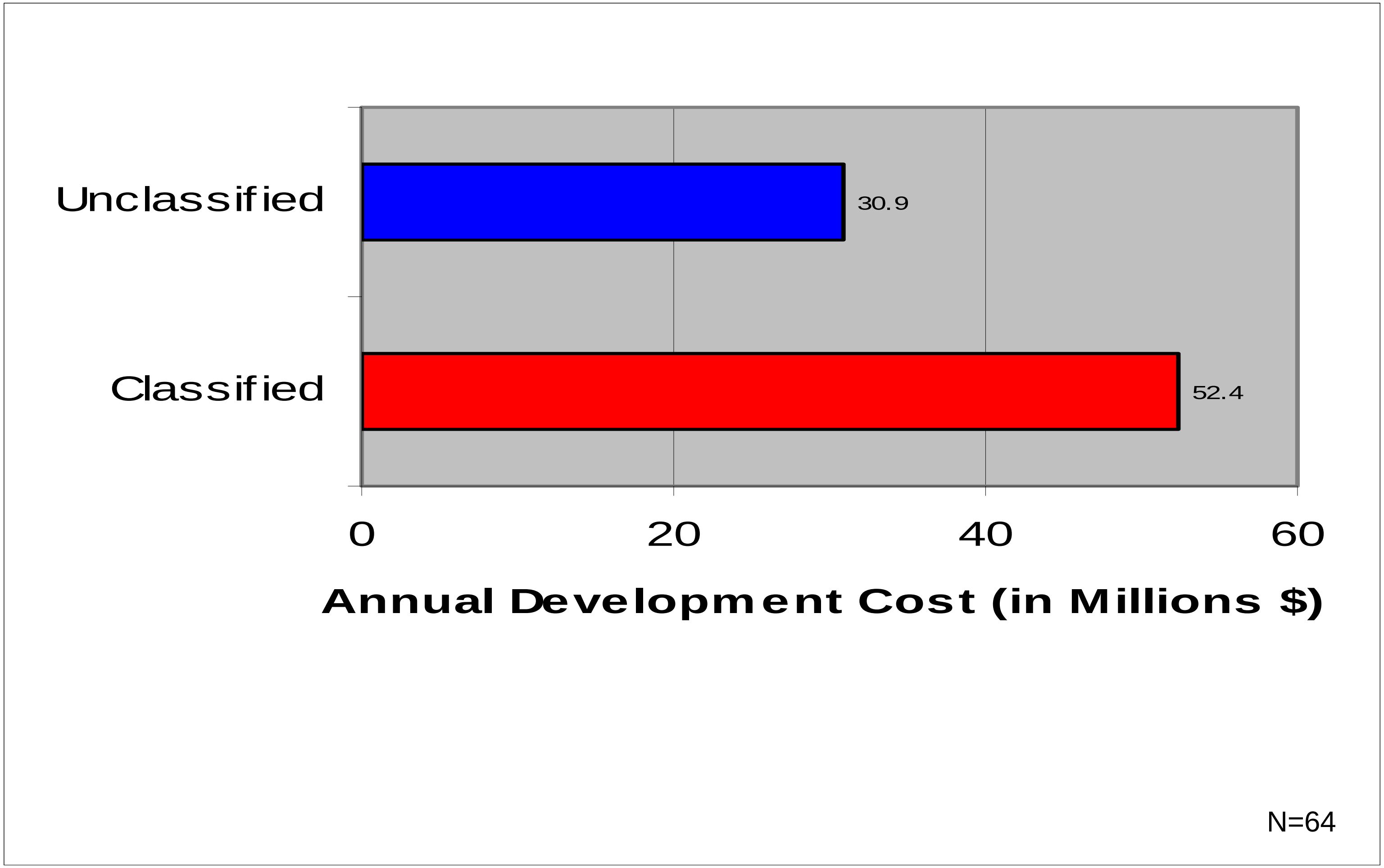
Question #18

Aggregate Graphs

N = 64

Question: Provide a rough dollar estimate of how many resources (both government staff and contractors) your organization invests annually in developing or acquiring scenarios. (If dollar estimate is unavailable please provide estimate in approximate man-years.)

Question #18: Estimated Annual Cost of Scenario Development

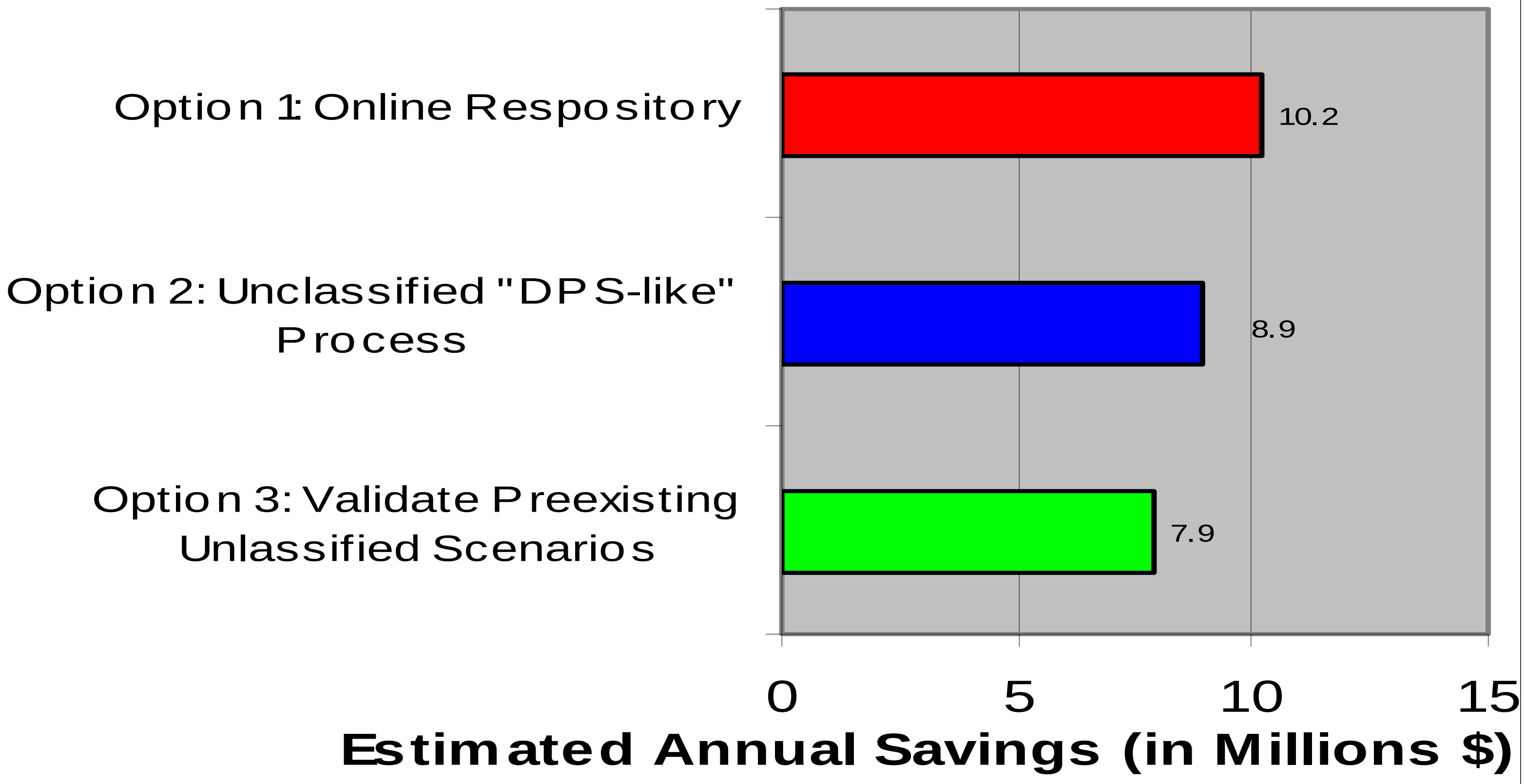


Question #19
Aggregate Graphs

N = 57

Question: Listed below are three potential options for satisfying your organization's UNCLASSIFIED scenario needs. For each option, please provide a rough estimate of the percentage of your "estimate for UNCLASSIFIED scenarios" provided in Question #18 above that might be saved if the option is implemented. 1.) Create an online repository of UNCLASSIFIED scenarios for all of DoD 2.) Develop a parallel DoD-wide UNCLASSIFIED scenario development process similar to the Defense Planning Scenarios 3.) Designate a set of preexisting UNCLASSIFIED scenarios as the official set for joint, interagency, and international use.

Question #19: Estimated Annual Cost Savings for Proposed UNCLASSIFIED Scenario Options

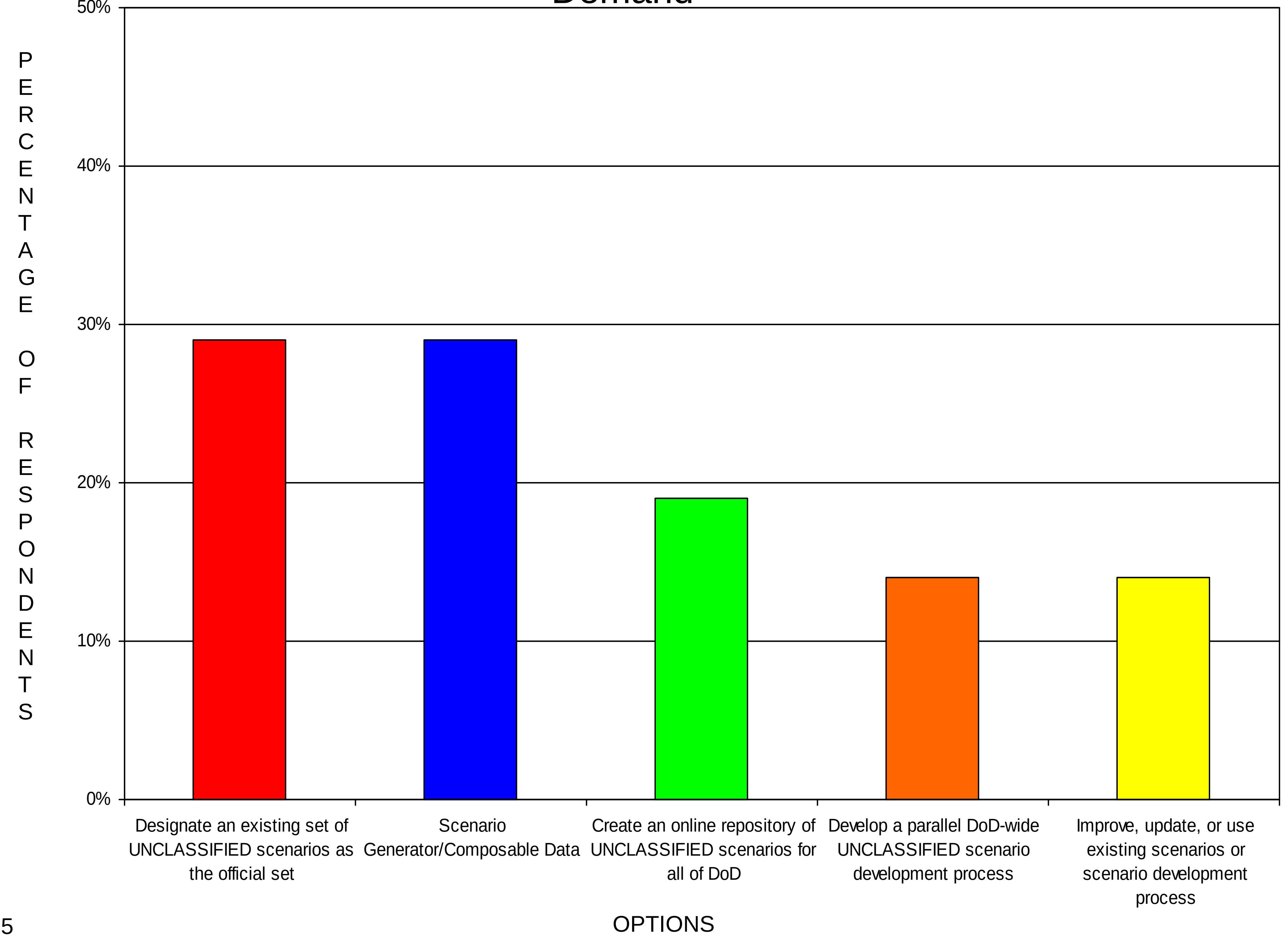


N=57

Question #20
Aggregate Graphs
N = 25

Question: Please list at least one additional option that may satisfy your organization's UNCLASSIFIED scenario needs. For each option, please provide description of the option you propose and provide a rough estimate of the percentage of your "estimate for UNCLASSIFIED scenarios" provided in question #18 above that might be saved if the option is implemented.

Question #20: Additional Options for Satisfying UNCLASSIFIED Scenario Demand



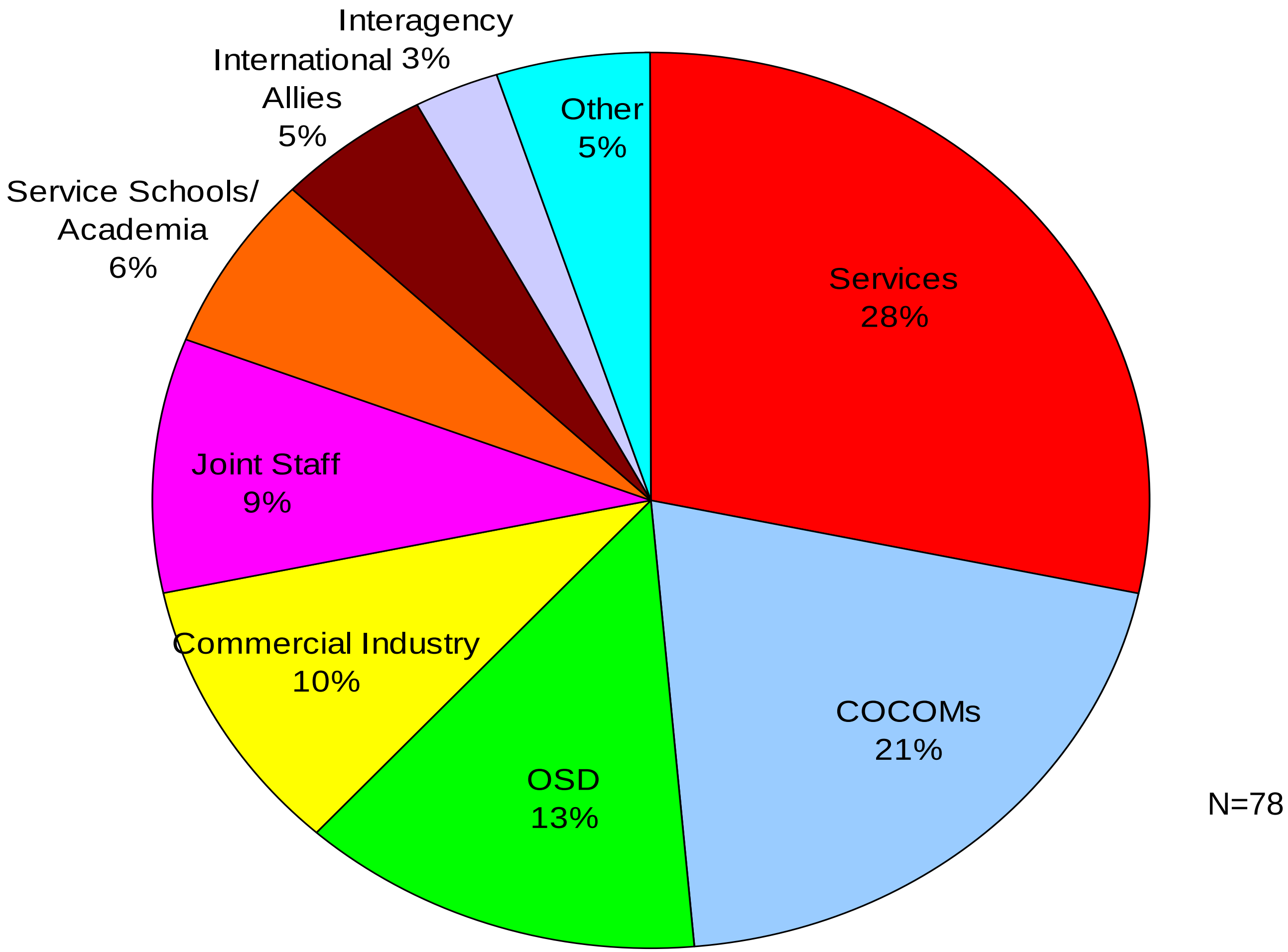
Question #21
No Graphs

Question: Please provide any additional comments you may have concerning the need for UNCLASSIFIED scenarios within the DoD community (open-ended response).

Question #22
Aggregate Graphs
N = 78

Question: Please provide your name and contact information (optional) and the name of your organization (required): Name, Organization, Phone, Email.

Question #22: Breakdown of Respondents by Organization



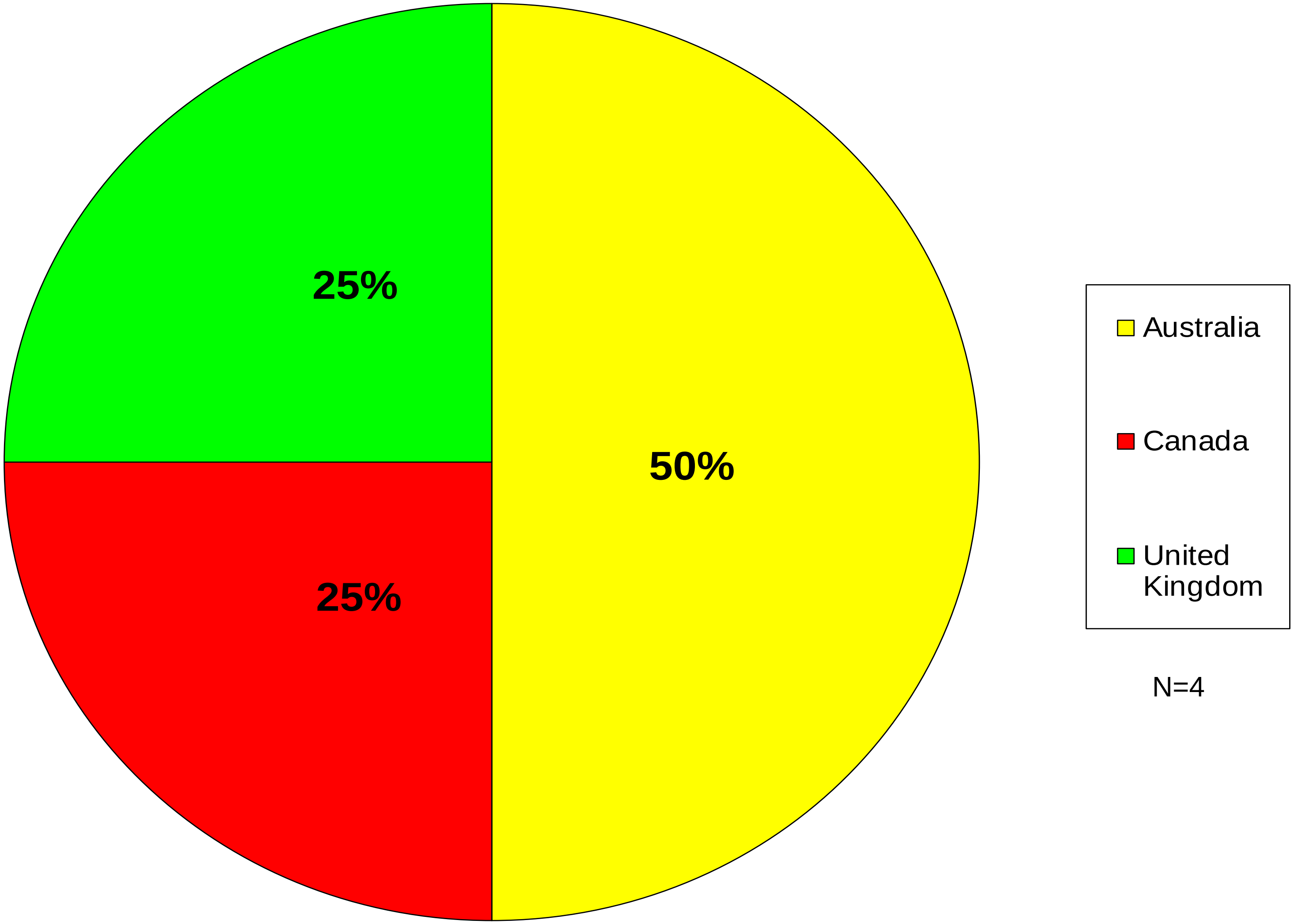
Question #22

Organizational Graphs

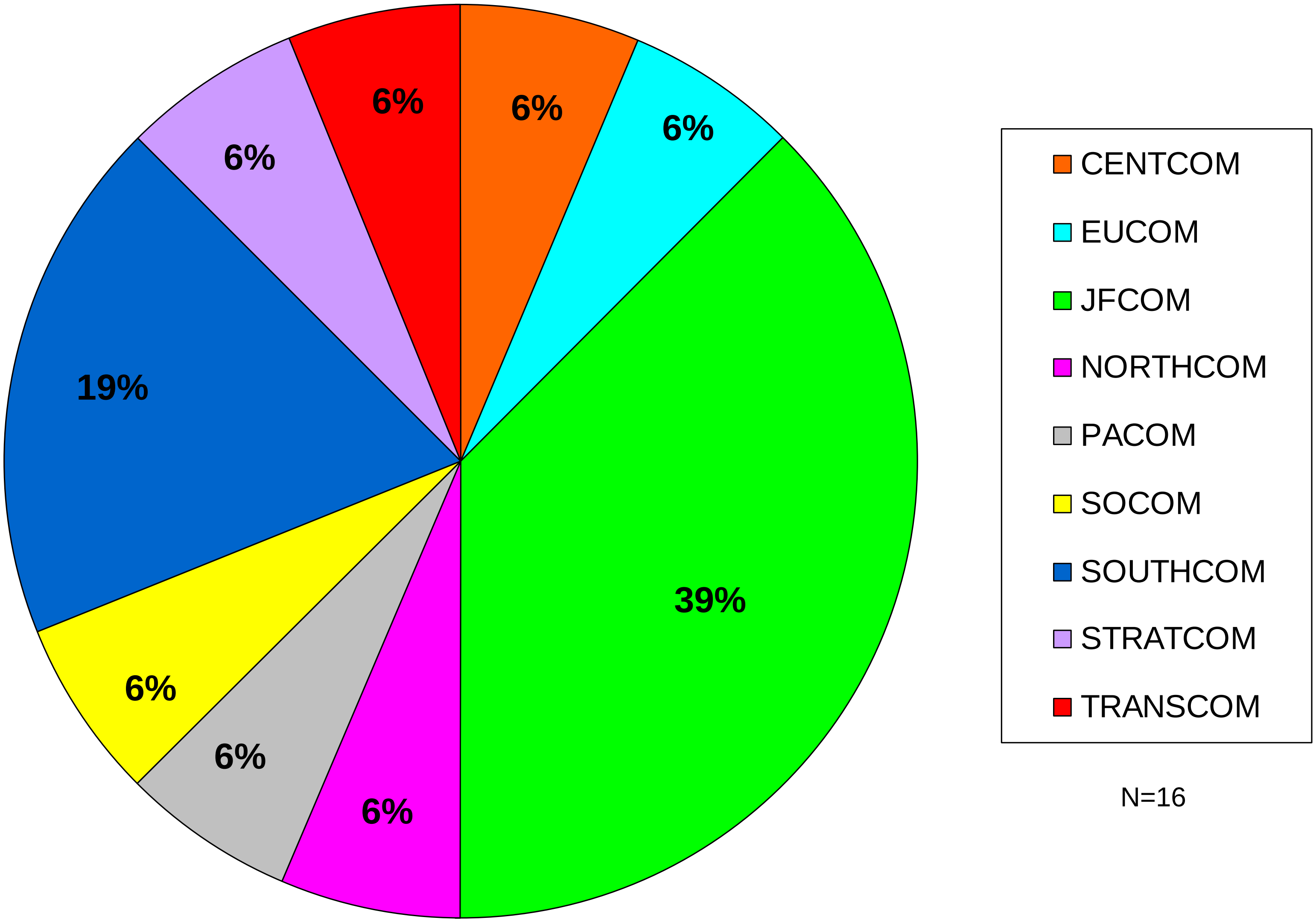
N = 78

Question: Please provide your name and contact information (optional) and the name of your organization (required): Name, Organization, Phone, Email.

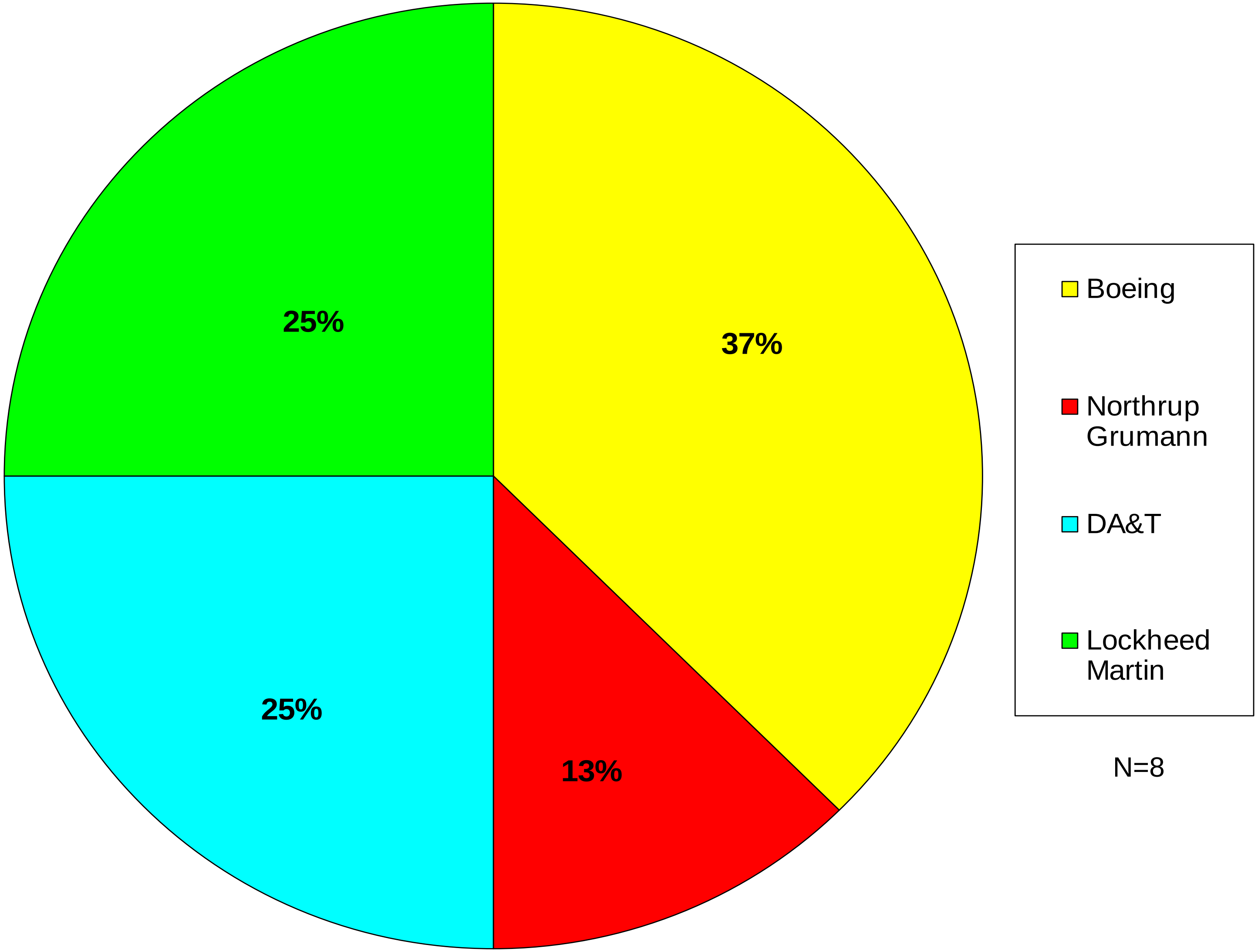
Question #22: Breakdown of Allied Respondents



Question #22: Breakdown of COCOM Respondents

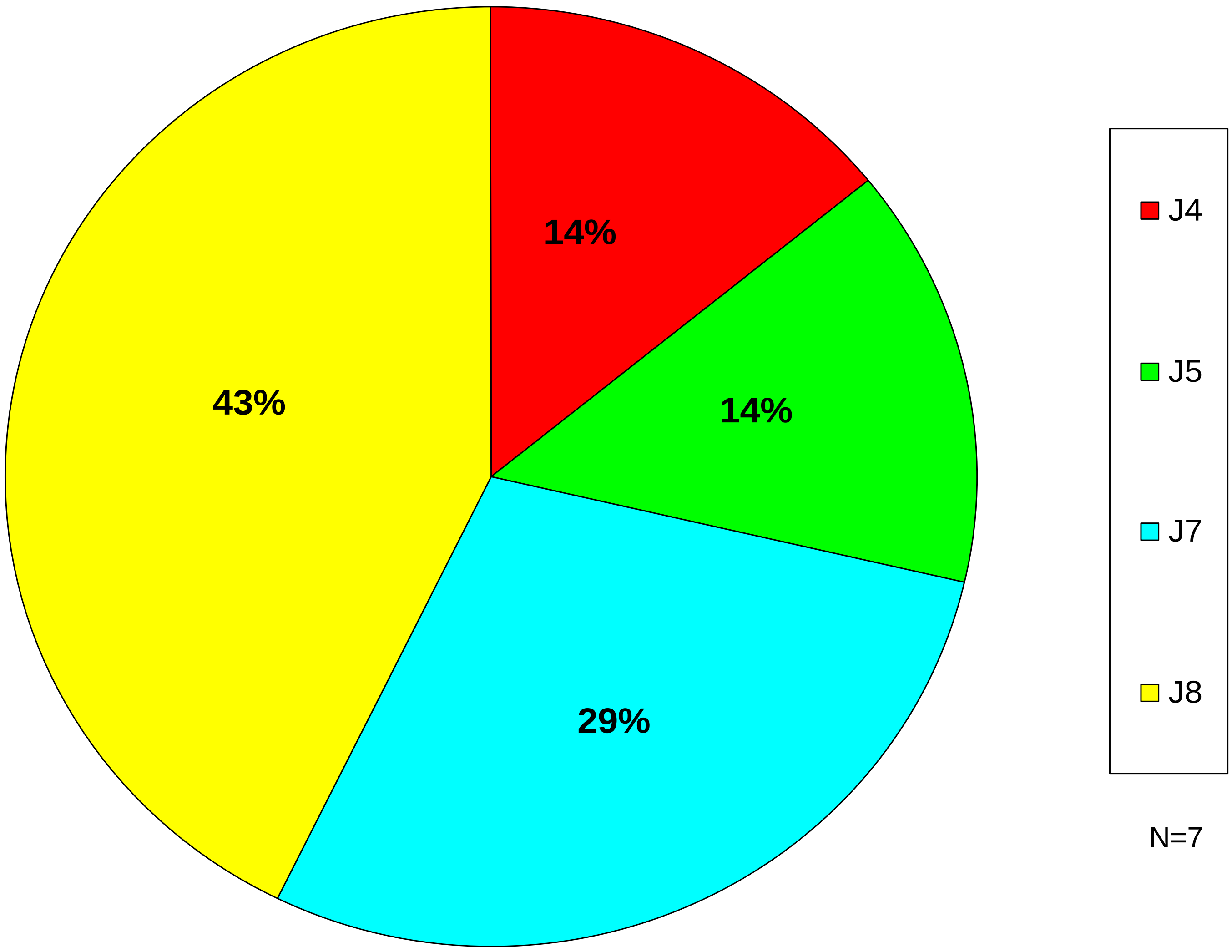


Question #22: Breakdown of Industry Respondents

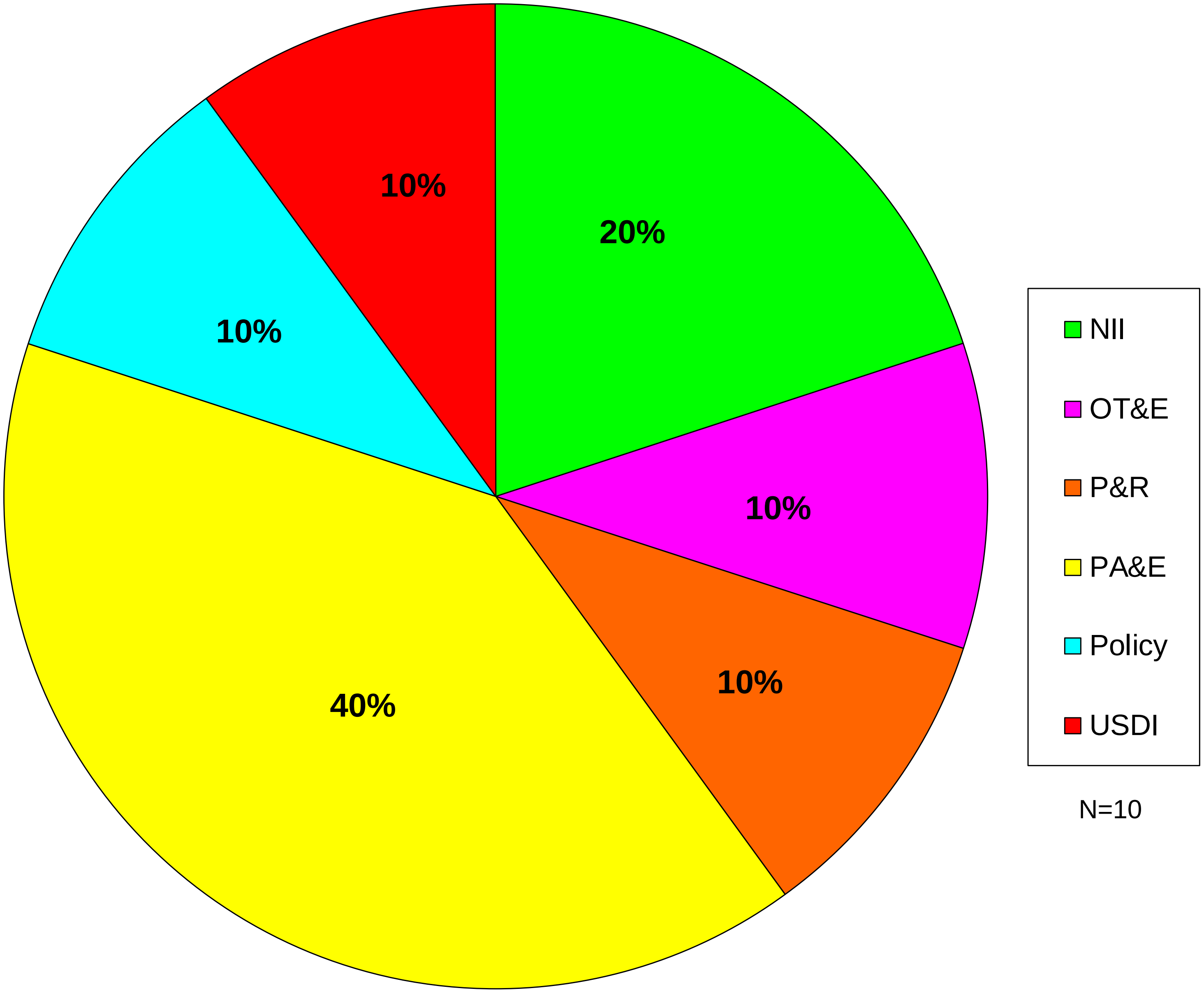


N=8

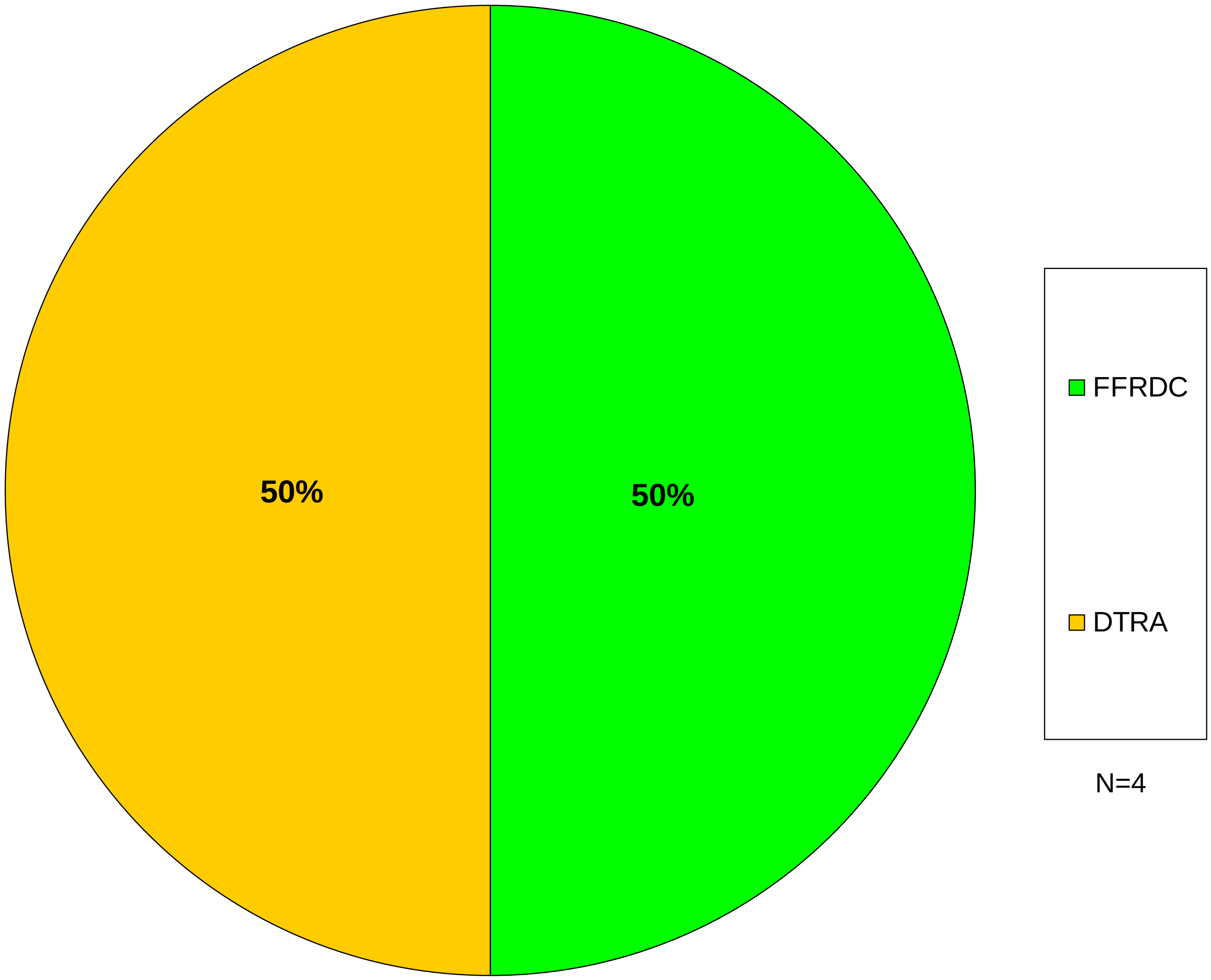
Question #22: Breakdown of Joint Staff Respondents



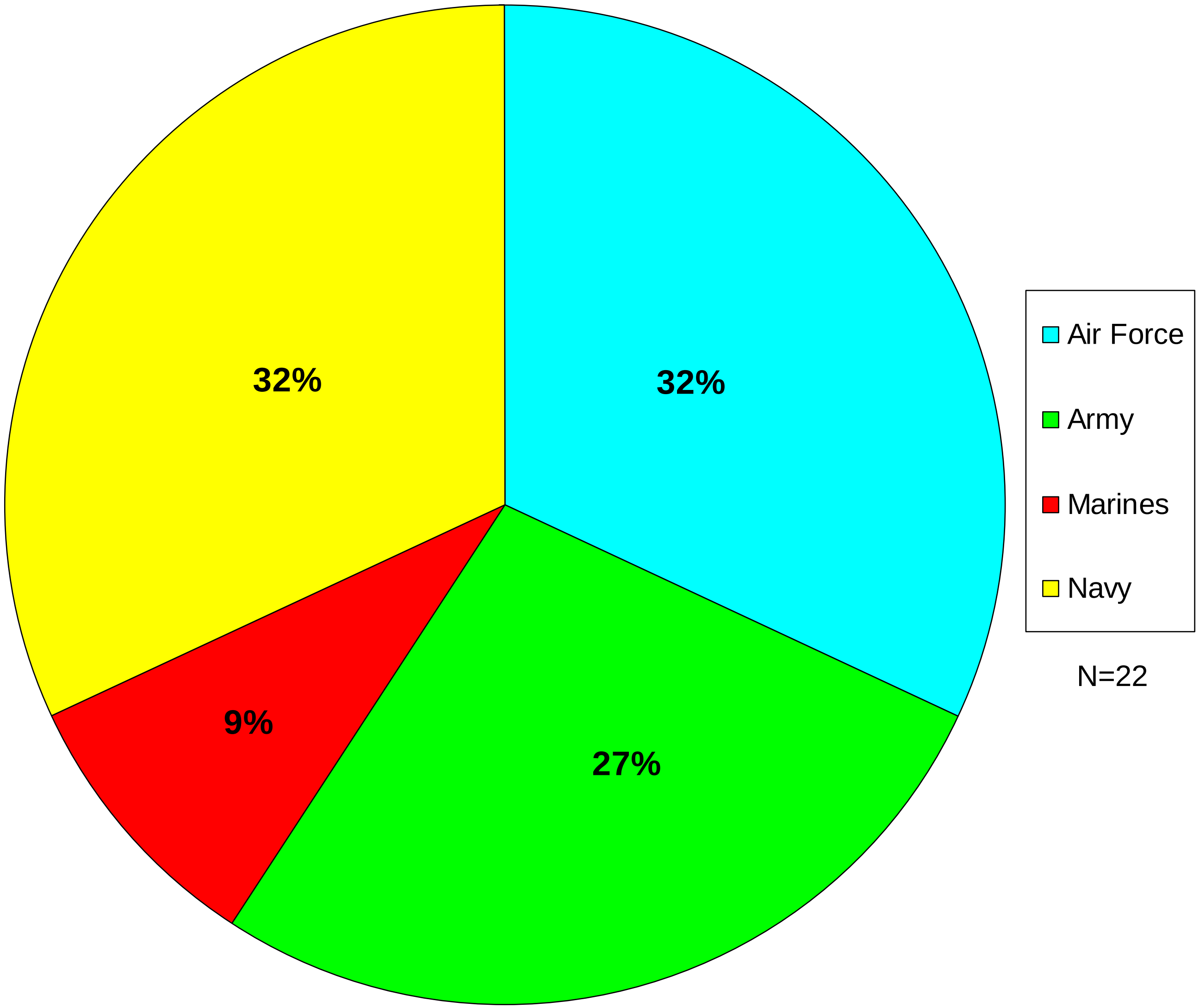
Question #22: Breakdown of OSD Respondents



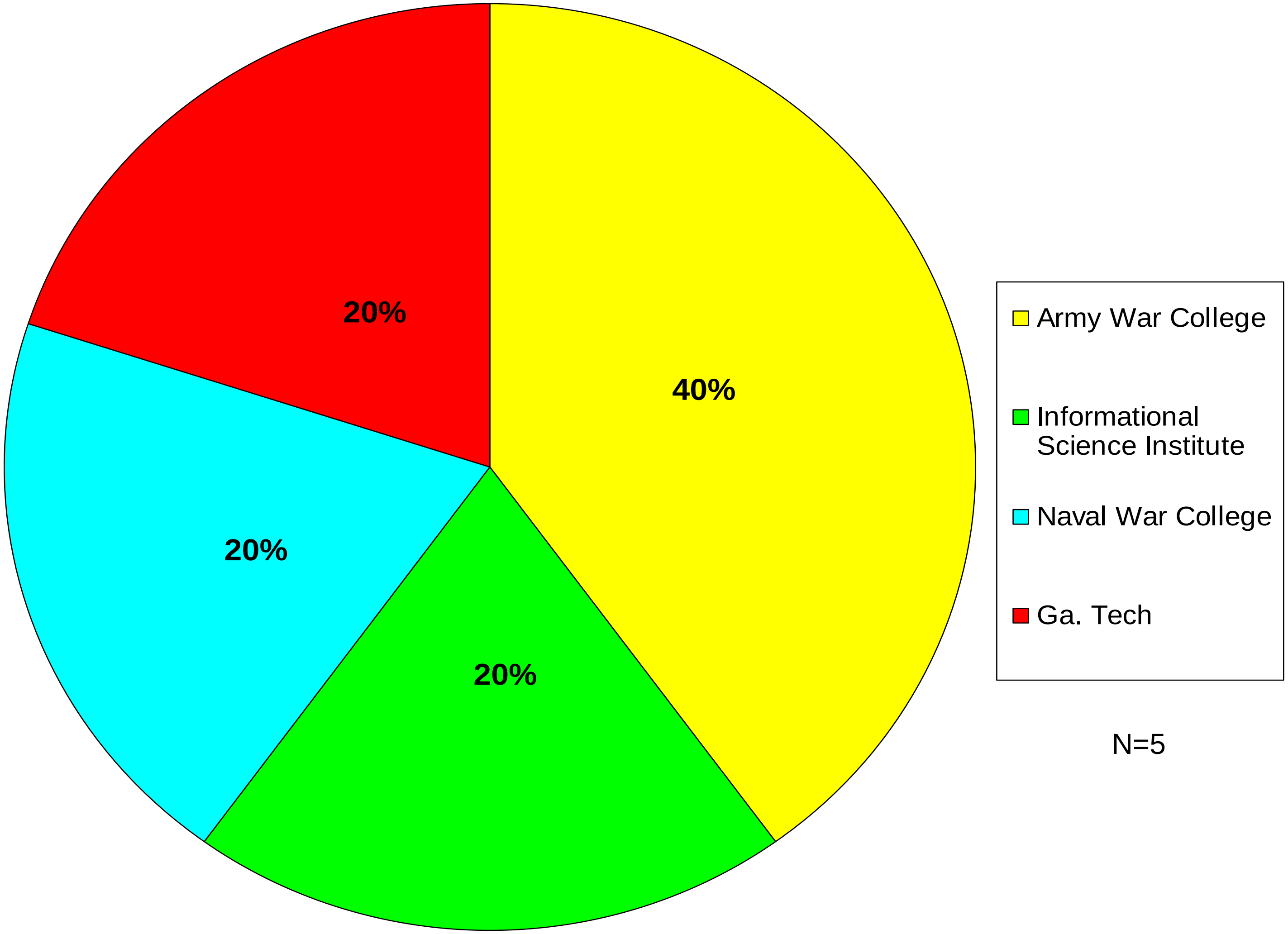
Question #22: Breakdown of “Other” Respondents



Question #22: Breakdown of Service Respondents



Question #22: Breakdown of Service Schools/Academia Respondents



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II. QUESTIONNAIRE

The online questionnaire developed for and used in this study appears on the following pages:

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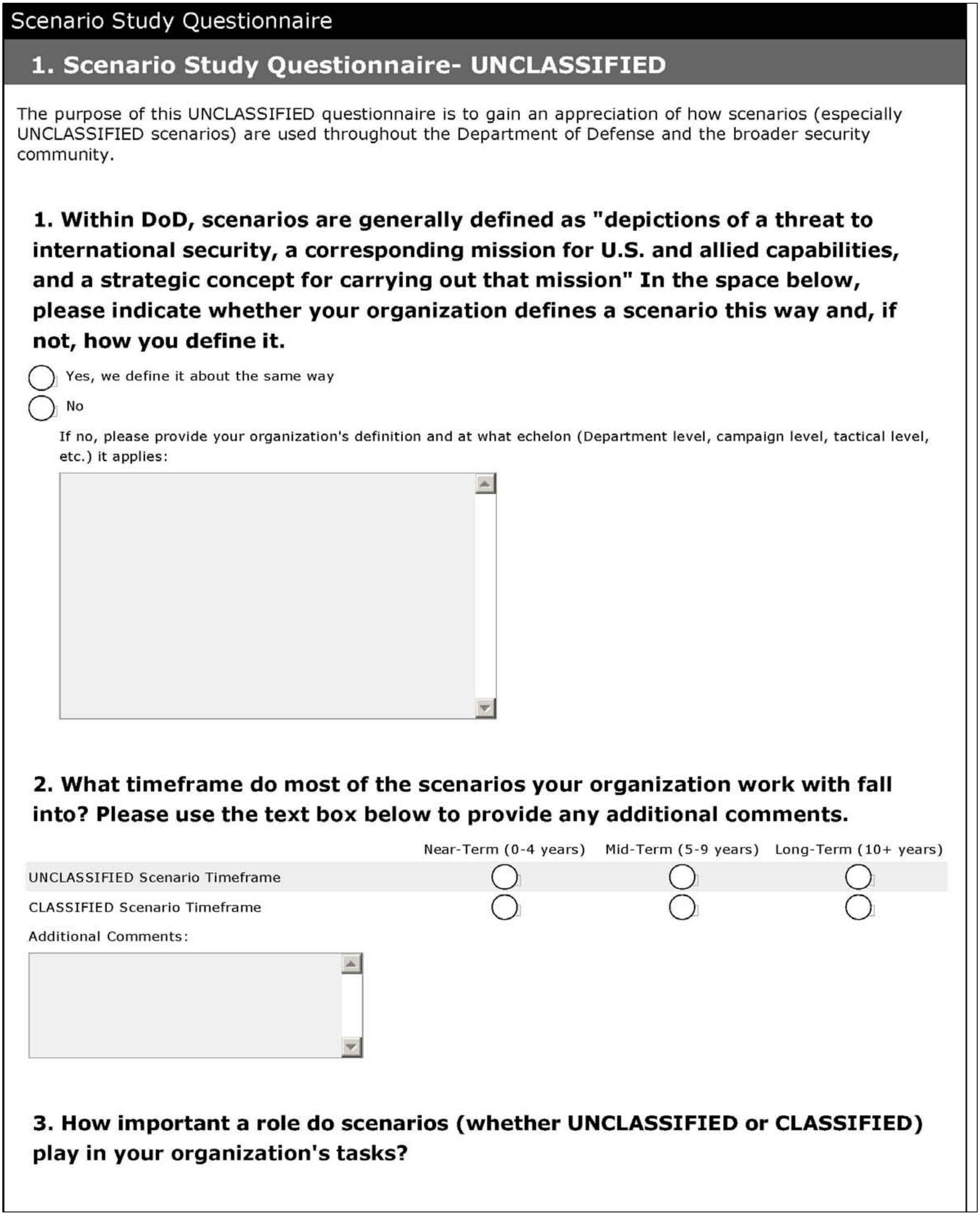


Scenario Study Questionnaire

1. Scenario Study Questionnaire- UNCLASSIFIED

The purpose of this UNCLASSIFIED questionnaire is to gain an appreciation of how scenarios (especially UNCLASSIFIED scenarios) are used throughout the Department of Defense and the broader security community.

1. Within DoD, scenarios are generally defined as "depictions of a threat to international security, a corresponding mission for U.S. and allied capabilities, and a strategic concept for carrying out that mission" In the space below, please indicate whether your organization defines a scenario this way and, if not, how you define it.

○ Yes, we define it about the same way

○ No

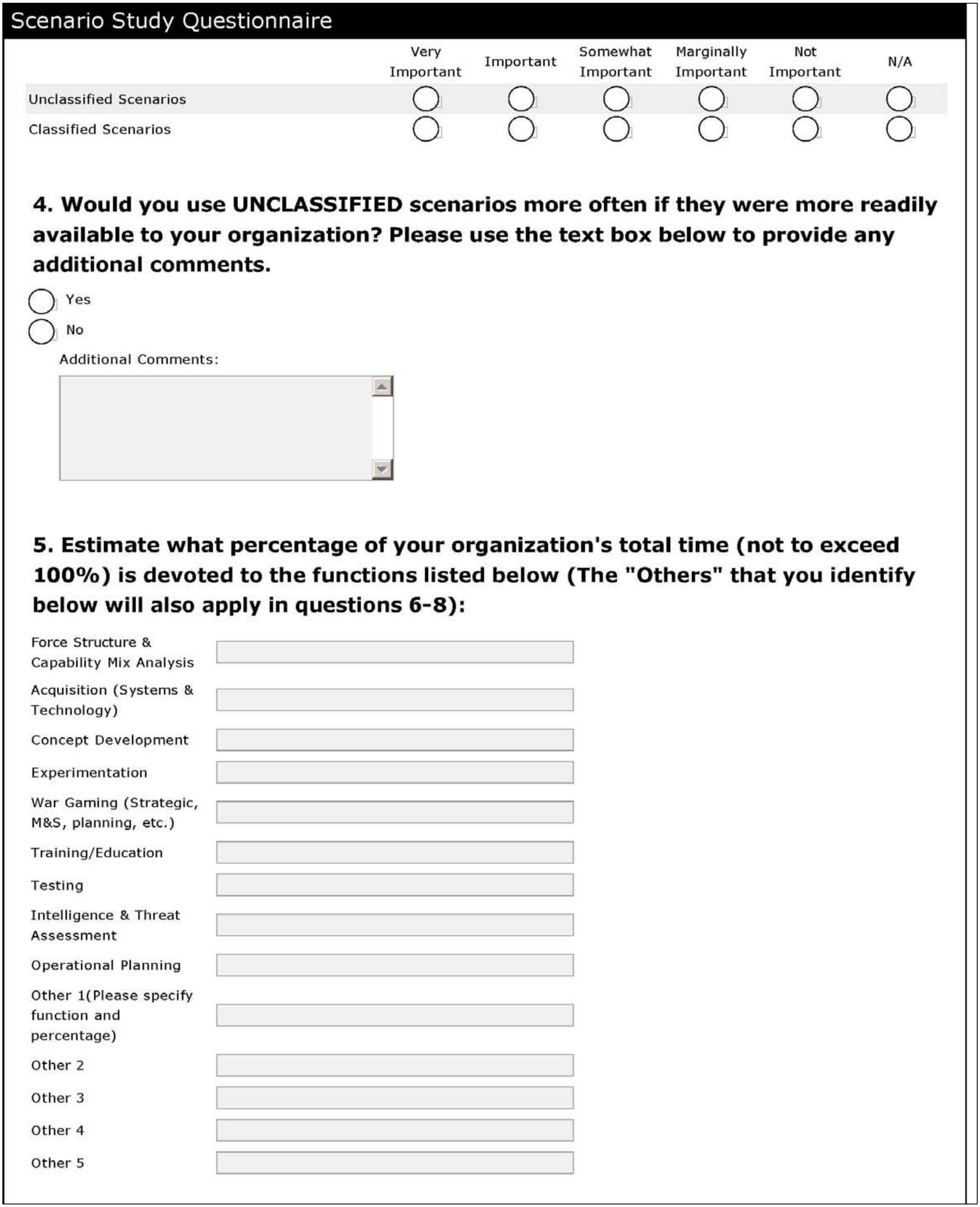
If no, please provide your organization's definition and at what echelon (Department level, campaign level, tactical level, etc.) it applies:

2. What timeframe do most of the scenarios your organization work with fall into? Please use the text box below to provide any additional comments.

	Near-Term (0-4 years)	Mid-Term (5-9 years)	Long-Term (10+ years)
UNCLASSIFIED Scenario Timeframe	○	○	○
CLASSIFIED Scenario Timeframe	○	○	○

Additional Comments:

3. How important a role do scenarios (whether UNCLASSIFIED or CLASSIFIED) play in your organization's tasks?



Scenario Study Questionnaire

	Very Important	Important	Somewhat Important	Marginally Important	Not Important	N/A
Unclassified Scenarios	○	○	○	○	○	○
Classified Scenarios	○	○	○	○	○	○

4. Would you use UNCLASSIFIED scenarios more often if they were more readily available to your organization? Please use the text box below to provide any additional comments.

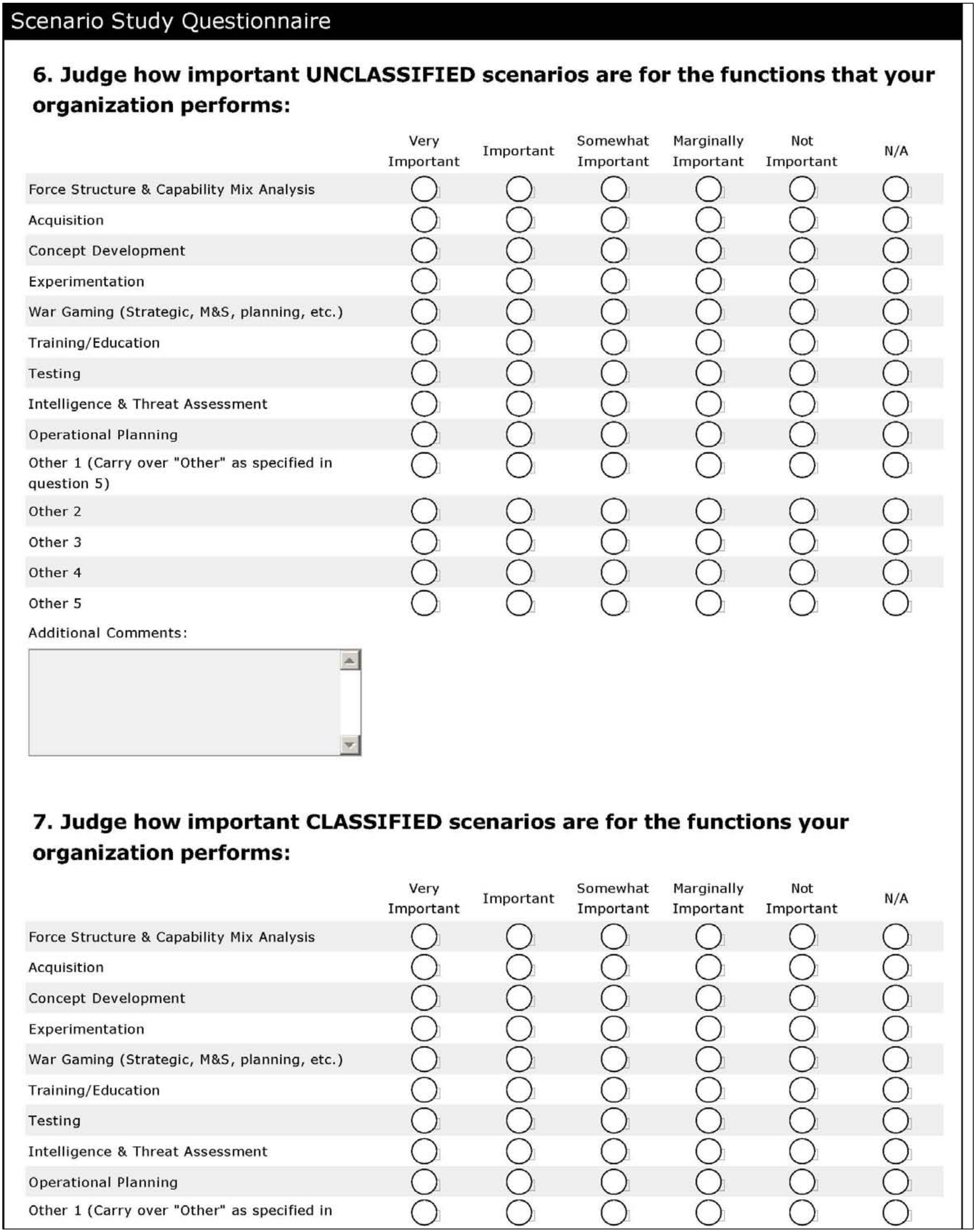
○ Yes

○ No

Additional Comments:

5. Estimate what percentage of your organization's total time (not to exceed 100%) is devoted to the functions listed below (The "Others" that you identify below will also apply in questions 6-8):

Force Structure & Capability Mix Analysis	
Acquisition (Systems & Technology)	
Concept Development	
Experimentation	
War Gaming (Strategic, M&S, planning, etc.)	
Training/Education	
Testing	
Intelligence & Threat Assessment	
Operational Planning	
Other 1(Please specify function and percentage)	
Other 2	
Other 3	
Other 4	
Other 5	



Scenario Study Questionnaire

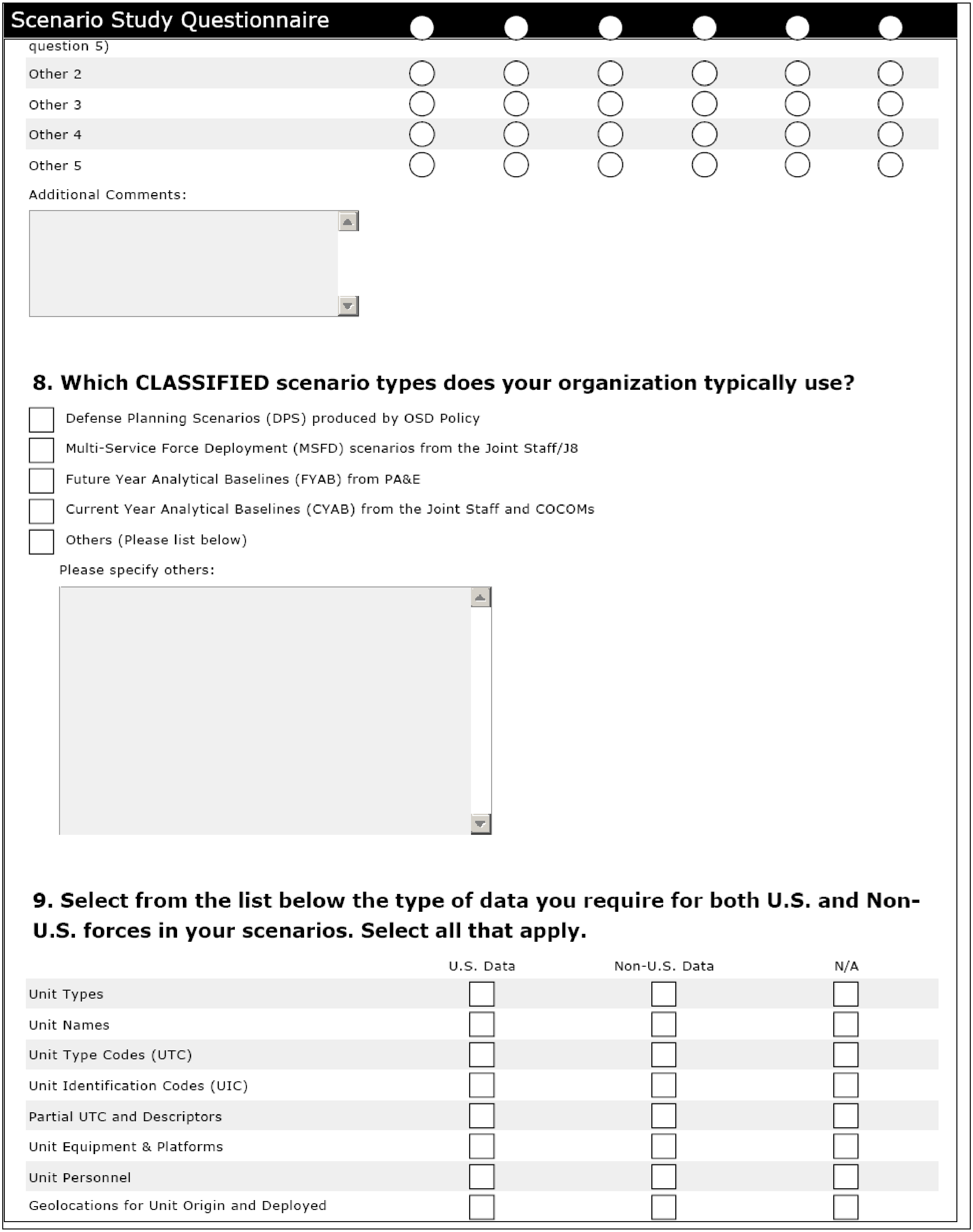
6. Judge how important UNCLASSIFIED scenarios are for the functions that your organization performs:

	Very Important	Important	Somewhat Important	Marginally Important	Not Important	N/A
Force Structure & Capability Mix Analysis	○	○	○	○	○	○
Acquisition	○	○	○	○	○	○
Concept Development	○	○	○	○	○	○
Experimentation	○	○	○	○	○	○
War Gaming (Strategic, M&S, planning, etc.)	○	○	○	○	○	○
Training/Education	○	○	○	○	○	○
Testing	○	○	○	○	○	○
Intelligence & Threat Assessment	○	○	○	○	○	○
Operational Planning	○	○	○	○	○	○
Other 1 (Carry over "Other" as specified in question 5)	○	○	○	○	○	○
Other 2	○	○	○	○	○	○
Other 3	○	○	○	○	○	○
Other 4	○	○	○	○	○	○
Other 5	○	○	○	○	○	○

Additional Comments:

7. Judge how important CLASSIFIED scenarios are for the functions your organization performs:

	Very Important	Important	Somewhat Important	Marginally Important	Not Important	N/A
Force Structure & Capability Mix Analysis	○	○	○	○	○	○
Acquisition	○	○	○	○	○	○
Concept Development	○	○	○	○	○	○
Experimentation	○	○	○	○	○	○
War Gaming (Strategic, M&S, planning, etc.)	○	○	○	○	○	○
Training/Education	○	○	○	○	○	○
Testing	○	○	○	○	○	○
Intelligence & Threat Assessment	○	○	○	○	○	○
Operational Planning	○	○	○	○	○	○
Other 1 (Carry over "Other" as specified in	○	○	○	○	○	○



Scenario Study Questionnaire

question 5)						
Other 2	○	○	○	○	○	○
Other 3	○	○	○	○	○	○
Other 4	○	○	○	○	○	○
Other 5	○	○	○	○	○	○

Additional Comments:

8. Which CLASSIFIED scenario types does your organization typically use?

☐ Defense Planning Scenarios (DPS) produced by OSD Policy

☐ Multi-Service Force Deployment (MSFD) scenarios from the Joint Staff/J8

☐ Future Year Analytical Baselines (FYAB) from PA&E

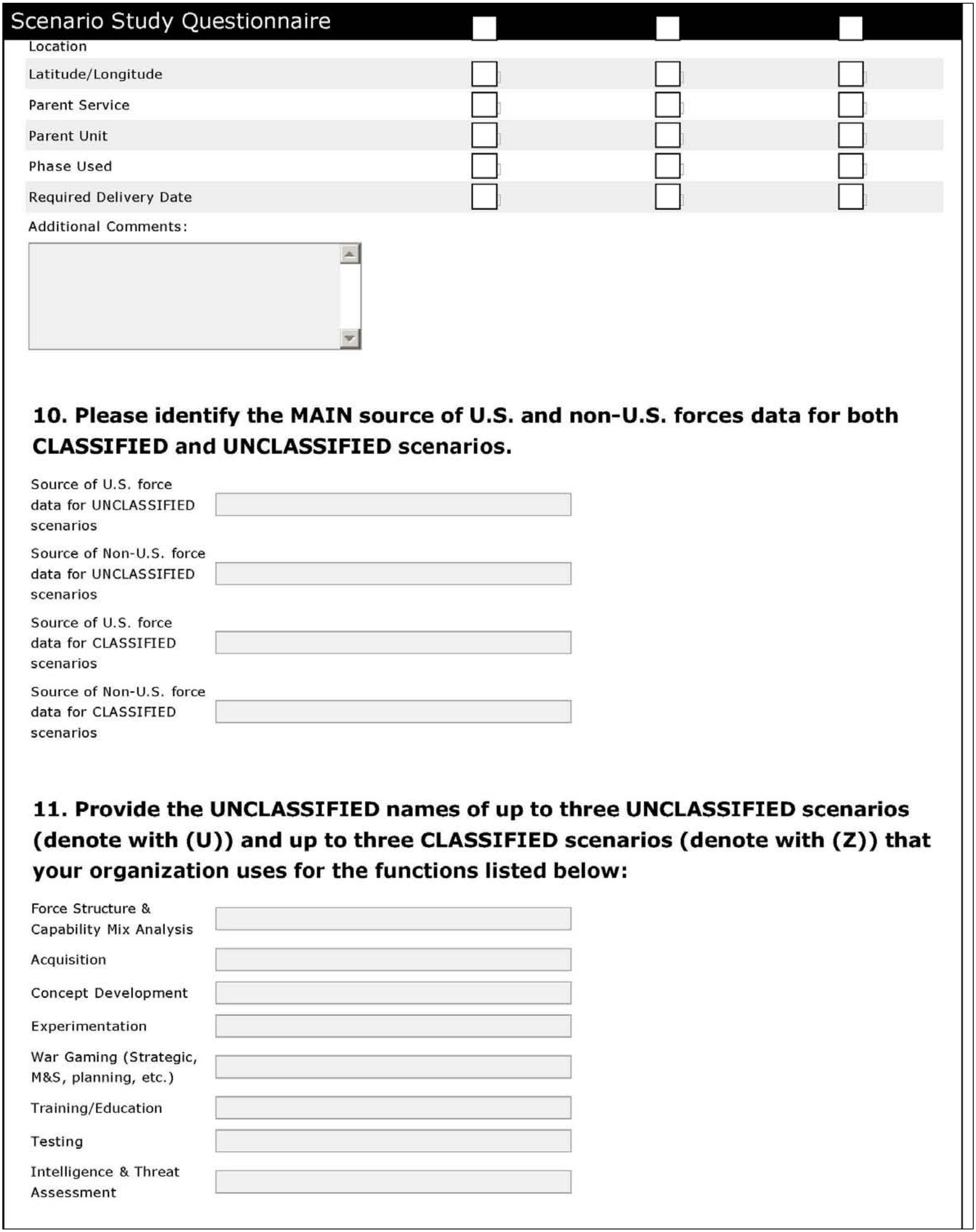
☐ Current Year Analytical Baselines (CYAB) from the Joint Staff and COCOMs

☐ Others (Please list below)

Please specify others:

9. Select from the list below the type of data you require for both U.S. and Non-U.S. forces in your scenarios. Select all that apply.

	U.S. Data	Non-U.S. Data	N/A
Unit Types	☐	☐	☐
Unit Names	☐	☐	☐
Unit Type Codes (UTC)	☐	☐	☐
Unit Identification Codes (UIC)	☐	☐	☐
Partial UTC and Descriptors	☐	☐	☐
Unit Equipment & Platforms	☐	☐	☐
Unit Personnel	☐	☐	☐
Geolocations for Unit Origin and Deployed	☐	☐	☐



Scenario Study Questionnaire

Location	☐	☐	☐
Latitude/Longitude	☐	☐	☐
Parent Service	☐	☐	☐
Parent Unit	☐	☐	☐
Phase Used	☐	☐	☐
Required Delivery Date	☐	☐	☐

Additional Comments:

10. Please identify the MAIN source of U.S. and non-U.S. forces data for both CLASSIFIED and UNCLASSIFIED scenarios.

Source of U.S. force data for UNCLASSIFIED scenarios

Source of Non-U.S. force data for UNCLASSIFIED scenarios

Source of U.S. force data for CLASSIFIED scenarios

Source of Non-U.S. force data for CLASSIFIED scenarios

11. Provide the UNCLASSIFIED names of up to three UNCLASSIFIED scenarios (denote with (U)) and up to three CLASSIFIED scenarios (denote with (Z)) that your organization uses for the functions listed below:

Force Structure & Capability Mix Analysis

Acquisition

Concept Development

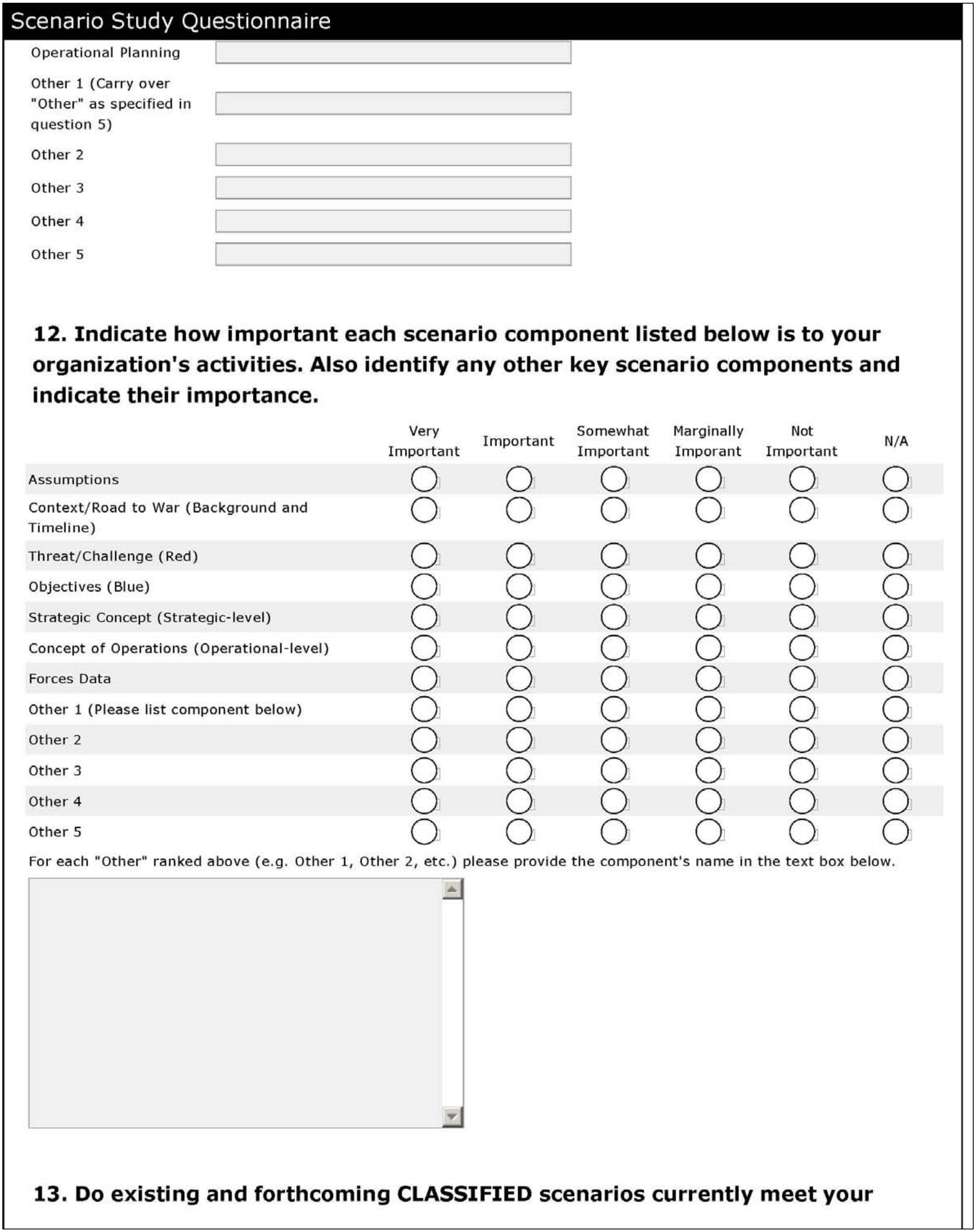
Experimentation

War Gaming (Strategic, M&S, planning, etc.)

Training/Education

Testing

Intelligence & Threat Assessment



Scenario Study Questionnaire

Operational Planning ____

Other 1 (Carry over "Other" as specified in question 5) ____

Other 2 ____

Other 3 ____

Other 4 ____

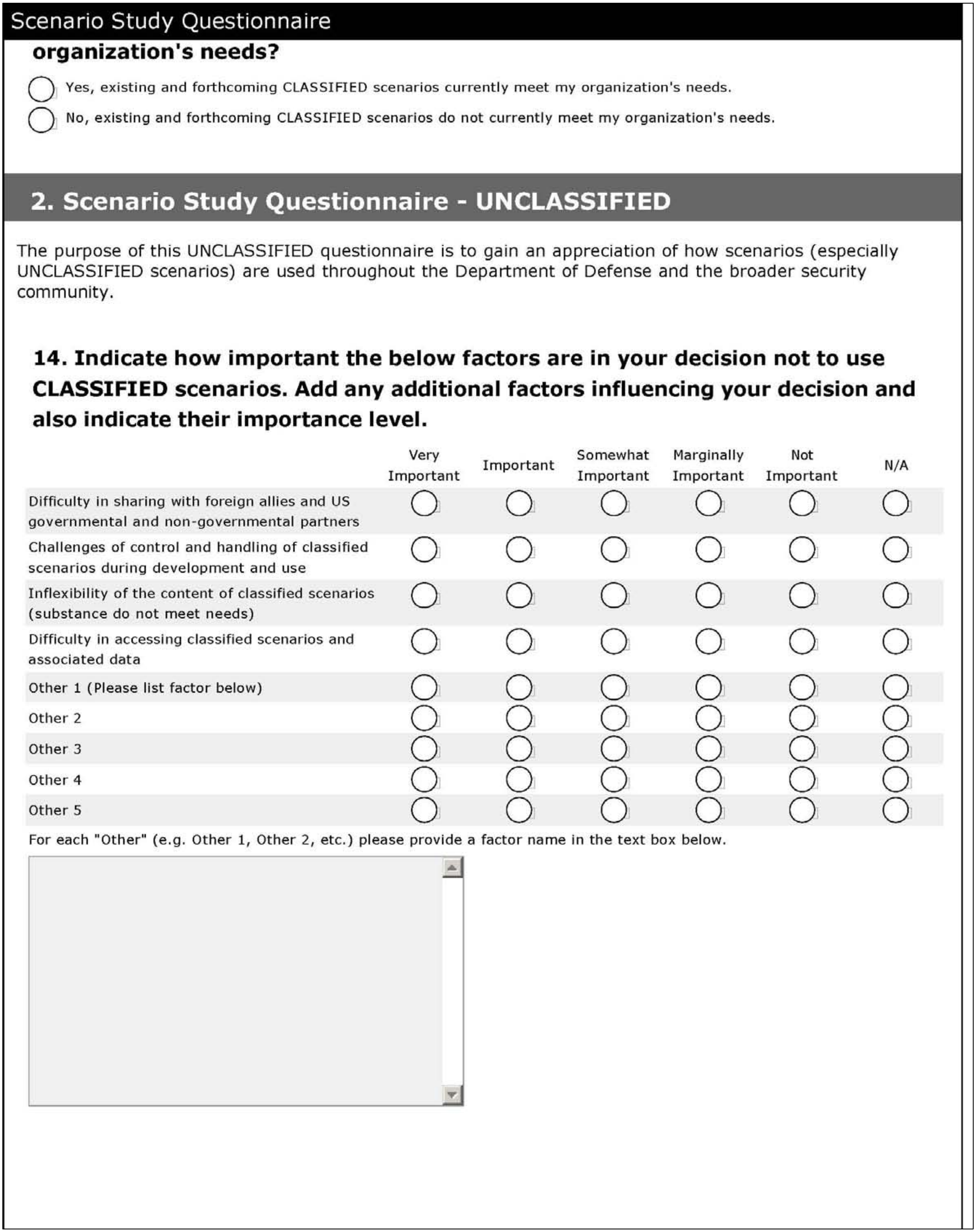
Other 5 ____

12. Indicate how important each scenario component listed below is to your organization's activities. Also identify any other key scenario components and indicate their importance.

	Very Important	Important	Somewhat Important	Marginally Imporant	Not Important	N/A
Assumptions	○	○	○	○	○	○
Context/Road to War (Background and Timeline)	○	○	○	○	○	○
Threat/Challenge (Red)	○	○	○	○	○	○
Objectives (Blue)	○	○	○	○	○	○
Strategic Concept (Strategic-level)	○	○	○	○	○	○
Concept of Operations (Operational-level)	○	○	○	○	○	○
Forces Data	○	○	○	○	○	○
Other 1 (Please list component below)	○	○	○	○	○	○
Other 2	○	○	○	○	○	○
Other 3	○	○	○	○	○	○
Other 4	○	○	○	○	○	○
Other 5	○	○	○	○	○	○

For each "Other" ranked above (e.g. Other 1, Other 2, etc.) please provide the component's name in the text box below.

13. Do existing and forthcoming CLASSIFIED scenarios currently meet your



Scenario Study Questionnaire

organization's needs?

○ Yes, existing and forthcoming CLASSIFIED scenarios currently meet my organization's needs.
○ No, existing and forthcoming CLASSIFIED scenarios do not currently meet my organization's needs.

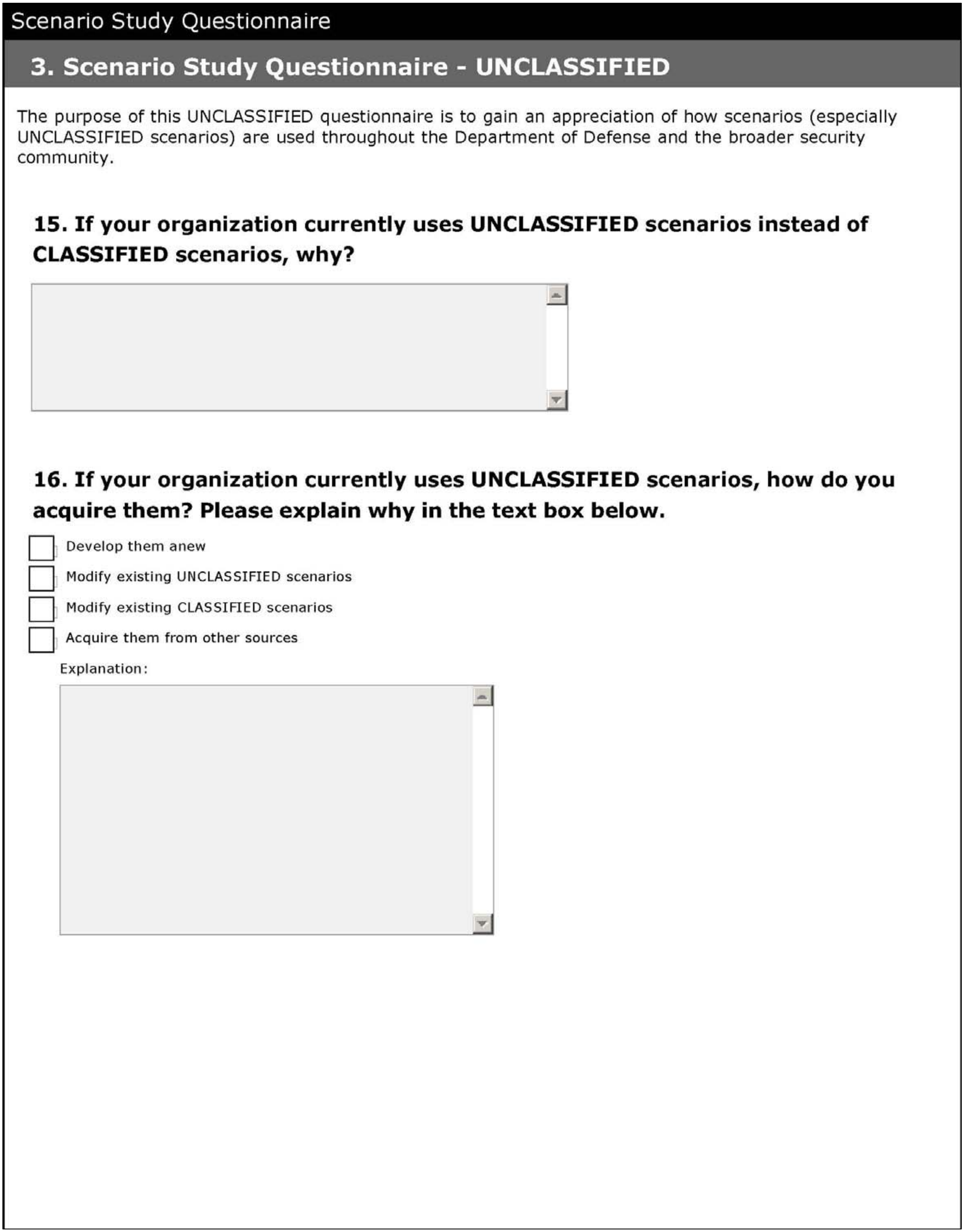
2. Scenario Study Questionnaire - UNCLASSIFIED

The purpose of this UNCLASSIFIED questionnaire is to gain an appreciation of how scenarios (especially UNCLASSIFIED scenarios) are used throughout the Department of Defense and the broader security community.

14. Indicate how important the below factors are in your decision not to use CLASSIFIED scenarios. Add any additional factors influencing your decision and also indicate their importance level.

	Very Important	Important	Somewhat Important	Marginally Important	Not Important	N/A
Difficulty in sharing with foreign allies and US governmental and non-governmental partners	○	○	○	○	○	○
Challenges of control and handling of classified scenarios during development and use	○	○	○	○	○	○
Inflexibility of the content of classified scenarios (substance do not meet needs)	○	○	○	○	○	○
Difficulty in accessing classified scenarios and associated data	○	○	○	○	○	○
Other 1 (Please list factor below)	○	○	○	○	○	○
Other 2	○	○	○	○	○	○
Other 3	○	○	○	○	○	○
Other 4	○	○	○	○	○	○
Other 5	○	○	○	○	○	○

For each "Other" (e.g. Other 1, Other 2, etc.) please provide a factor name in the text box below.



Scenario Study Questionnaire

3. Scenario Study Questionnaire - UNCLASSIFIED

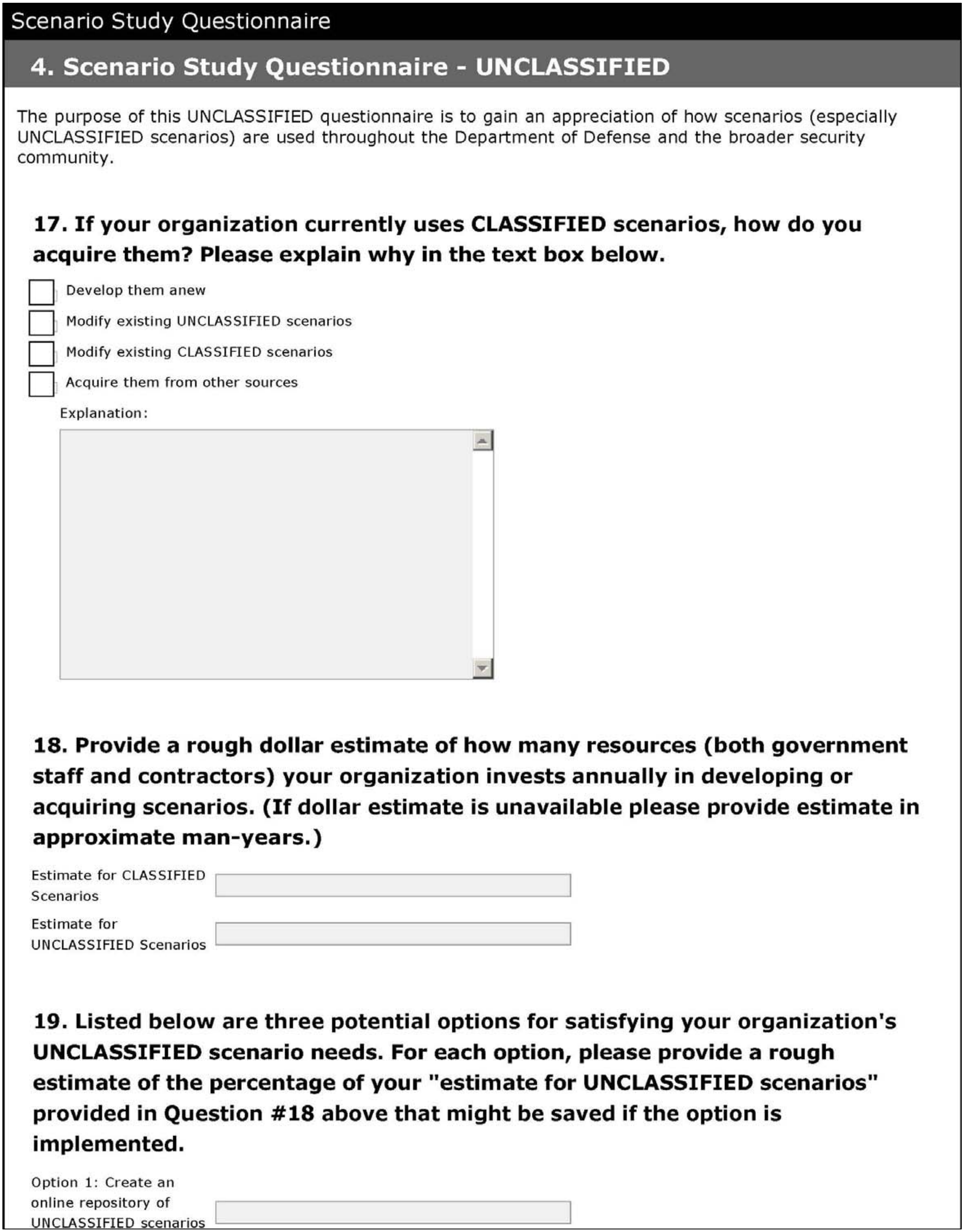
The purpose of this UNCLASSIFIED questionnaire is to gain an appreciation of how scenarios (especially UNCLASSIFIED scenarios) are used throughout the Department of Defense and the broader security community.

15. If your organization currently uses UNCLASSIFIED scenarios instead of CLASSIFIED scenarios, why?

16. If your organization currently uses UNCLASSIFIED scenarios, how do you acquire them? Please explain why in the text box below.

☐ Develop them anew
☐ Modify existing UNCLASSIFIED scenarios
☐ Modify existing CLASSIFIED scenarios
☐ Acquire them from other sources

Explanation:



Scenario Study Questionnaire

4. Scenario Study Questionnaire - UNCLASSIFIED

The purpose of this UNCLASSIFIED questionnaire is to gain an appreciation of how scenarios (especially UNCLASSIFIED scenarios) are used throughout the Department of Defense and the broader security community.

17. If your organization currently uses CLASSIFIED scenarios, how do you acquire them? Please explain why in the text box below.

☐ Develop them anew
☐ Modify existing UNCLASSIFIED scenarios
☐ Modify existing CLASSIFIED scenarios
☐ Acquire them from other sources

Explanation:

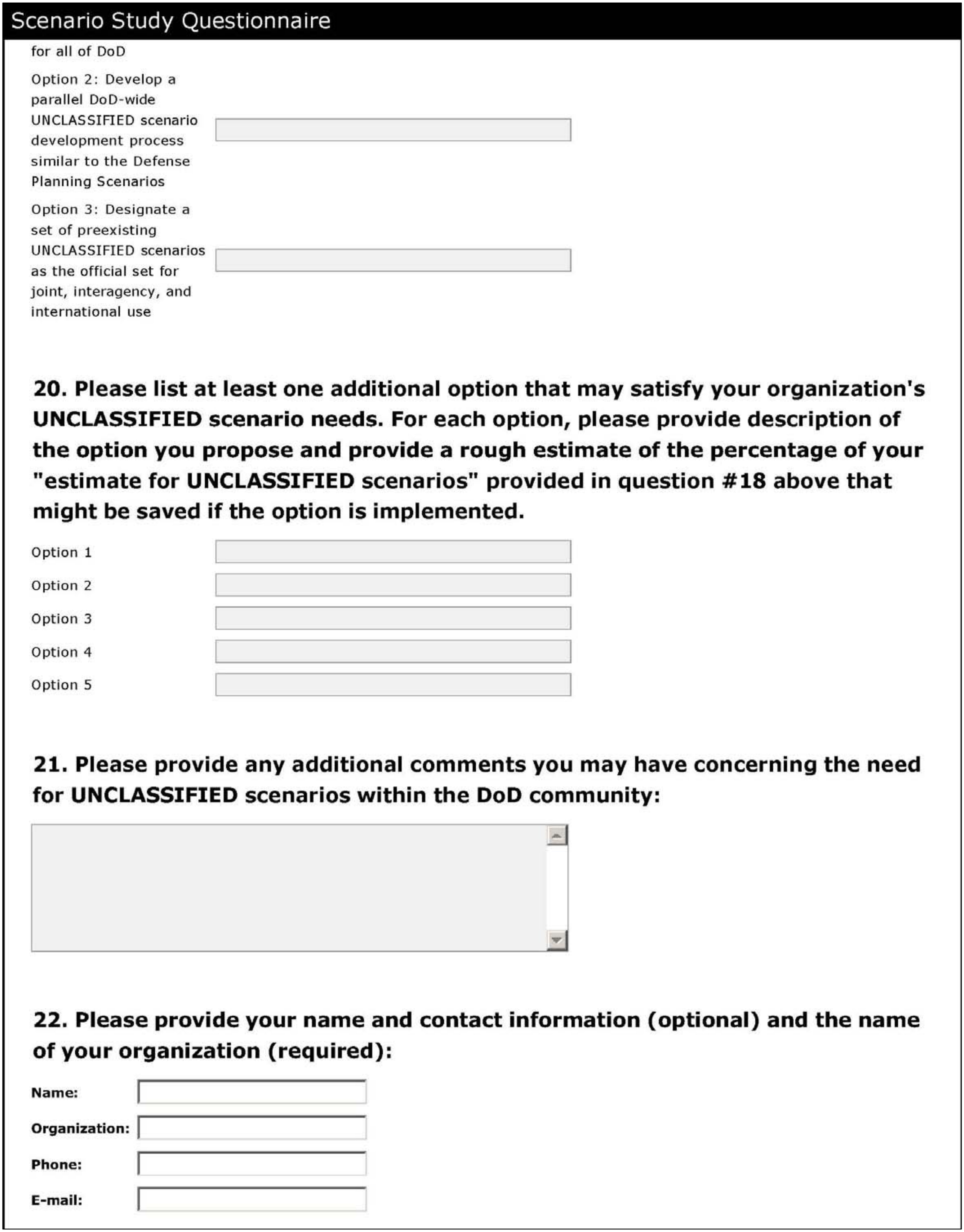
18. Provide a rough dollar estimate of how many resources (both government staff and contractors) your organization invests annually in developing or acquiring scenarios. (If dollar estimate is unavailable please provide estimate in approximate man-years.)

Estimate for CLASSIFIED Scenarios

Estimate for UNCLASSIFIED Scenarios

19. Listed below are three potential options for satisfying your organization's UNCLASSIFIED scenario needs. For each option, please provide a rough estimate of the percentage of your "estimate for UNCLASSIFIED scenarios" provided in Question #18 above that might be saved if the option is implemented.

Option 1: Create an online repository of UNCLASSIFIED scenarios



Scenario Study Questionnaire

for all of DoD

Option 2: Develop a parallel DoD-wide UNCLASSIFIED scenario development process similar to the Defense Planning Scenarios

Option 3: Designate a set of preexisting UNCLASSIFIED scenarios as the official set for joint, interagency, and international use

20. Please list at least one additional option that may satisfy your organization's UNCLASSIFIED scenario needs. For each option, please provide description of the option you propose and provide a rough estimate of the percentage of your "estimate for UNCLASSIFIED scenarios" provided in question #18 above that might be saved if the option is implemented.

Option 1

Option 2

Option 3

Option 4

Option 5

21. Please provide any additional comments you may have concerning the need for UNCLASSIFIED scenarios within the DoD community:

22. Please provide your name and contact information (optional) and the name of your organization (required):

Name:

Organization:

Phone:

E-mail:

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13. SUPPLEMENTARY NOTES

14. ABSTRACT

As part of a multiphased task sponsored by the Office of the Secretary of Defense and the Joint Staff, IDA assessed the national security community's need for unclassified scenarios and found that significant demand exists. The assessment found that the recurring costs for scenario development are substantial, but they might be offset by potential options for major cost savings.

Phase I of the study used a multifaceted approach to assess the need for unclassified scenarios among DoD users and their partners. Phase I included engaging key stakeholders, reviewing relevant literature, and surveying the national security community through a questionnaire and selected interviews. Analysis of the Phase I results yielded several major findings, which are detailed in the three volumes of this report.

15. SUBJECT TERMS

Open Scenario Study, Unclassified Scenarios, Open Scenarios, Unclassified Scenario Demand, Open Scenario Demand, Unclassified Scenarios for Defense Planning, Open Scenarios for Defense Planning

16. SECURITY CLASSIFICATION OF:			**17. LIMITATION OF ABSTRACT**	**18. NO. OF PAGES**	**19a. NAME OF RESPONSIBLE PERSON**
a. REPORT U	**b. ABSTRACT** U	**c. THIS PAGE** U	UU	200	**19b. TELEPHONE NUMBER (Include Area Code)**

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